

Chat with an Expert Tip Sheet

Topic: Leadership

Informed by Chat with an Expert Consultation Calls in August and September 2020: These calls presented an opportunity for providers to have a 1 on 1 discussion regarding their questions and concerns around developing and maintaining organizational culture, values, and norms; program development and capacity building; problem solving; and developing and maintaining relationships with licensing, regulating and funding entities as well as Boards and other key stakeholders.

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Audience: Providers serving individuals under 21 including those who are designated to provide or plan to provide Children and Family Treatment and Support Service (CFTSS) or children's Home and Community Based Services (HCBS).

Tips and Takeaways:

- CFTSS Sustainability
 - Requires adequate enrollment of children/families
 - Connect with all the child and family serving agencies in your community and look to expand your referral sources.
 - Coordinate with other CFTSS providers in your community, discuss duplication of services.
 - Market your services: many providers and community members are not aware of these valuable services.
- Starting new programs or expanding existing ones
 - Plan! Take time to think through and create a strategic plan and build infrastructure before you begin.
 - Not everything needs to be done at once.
 - Don't overextend or overcommit.
 - Make sure you have buy-in from your agency leadership and program directors.
 - Understand the needs in your community for the service and model out number of clients you will serve and the amount of activity you will need to meet your clinical outcome goals.
 - Where there are multiple designated children providers in the same area, consider carving out target areas for each provider. Some programs cover huge areas and multiple counties which can be hard to sustain. Consider divvying up different providers for different areas and/or services.
 - Use those projections to build a financial model with emphasis on your staffing model. Set productivity standards for your staff and monitor actual activity against your standards
 - Create policies and procedures to implement/sustain programs and guide staff.
 - Spend time to train your staff, especially on new procedures, i.e. billing and documentation.
 - Build a referral network (internal and external) and market the new or expanding services.
 - Start with referrals from within your agency or existing network. Develop internal protocols for referrals – a policy and procedure manual that all staff within the agency can access.
 - When reaching out to schools and other community resources, first learn what their needs are before you offer your services as a solution to a problem you might not fully understand. Community leadership needs to understand and believe that these services will be helpful to them and alleviate their stress.

Tips and Takeaways Continued:

- Form partnerships with other providers in your target community.
- Start slow, use staff from other programs before you hire full time staff for a new program. Monitor the program closely to determine when you may need to start recruiting for new staff. The art is having just a little more direct care clinical capacity than you need so you can meet demand as it builds.
- Closing a Program Down
 - Assure that you have done an analysis of the program to determine that you are using existing staffing efficiently and effectively.
 - Review your revenue cycle and make sure you are maximizing revenue and exhausted all other resources.
 - Determine the root cause of your inability to bring a program in on budget, be convinced that the changes necessary to make the program viable are outside of your control.
 - Once you make a decision to close a program coordinate with other similar programs in your community and set up a process for a transparent and orderly transfer of clients.
 - Respect client choice and have a well thought out communication plan.

Additional Resources for More Information:

- **MCTAC Compiled Children’s System Transformation Resources:**
<https://ctacny.org/childrensistemtransformation>
- [Strategic Planning Webinar](#)
- [Leadership in Times of Crisis Webinar](#)
- [Adaptive Leadership in Organizational Change Webinar](#)
- [How to Talk to Your Board of Directors About Changes in HealthCare System Webinar](#)
- [Business Best Practices: Key Operational Functions & Executive Leadership Webinar](#)
- [Business Best Practices: Quality, Documentation, Compliance Webinar](#)
- [Fundamentals of Business Intelligence Webinar](#)
- [Allocation Best Practices Webinar](#)
- [Social Determinants of Health Screening Tools](#)
- [“Courageous Conversations”](#) - One approach to addressing DEI