NJAMHAA’S BUSINESS MANAGEMENT INSTITUTE

Featuring:
Ira Hammer, MSW MBA
Michael Swerdlow, PhD, FACHE

FALL FY21
Course Description
In a period of continuing flux in health care and behavioral health, particularly the recent change in behavioral health from grant funding to fee-for-service (FFS) reimbursement, managers must develop and enhance their skill sets to cover a wide array of tasks and responsibilities. This workshop will cover selected competencies needed by managers to achieve personal and organizational success during this period of transition. The topics to be covered will include: understanding the various approaches to management and determining what style works best for you; techniques to optimize use of time and prioritize responsibilities; delegating tasks while building in accountability and oversight; developing and sustaining effective team functioning; and strategies to plan and manage large projects. This workshop will utilize case studies, role play and group projects. Managers who attend this workshop will learn the basic management skills critical to addressing complex FFS issues.

Learning Objectives
1. Explain and implement a leadership development plan for behavioral health managers.
2. Explain a system to prioritize multiple demands including client and non-client issues as they arise.
3. List successful multi-disciplinary work teams to manage large projects in a behavioral health organization.
4. Describe which tasks and responsibilities to delegate to specific clinical and non-clinical staff.
5. Explain an effective team culture including role clarity and team norms among behavioral health participants.

Course Schedule/Time
- Introduction (9:30 am - 9:45 am)
- Defining your management style (9:45 am - 10:25 am)
- Building effective teams (10:25 am - 1:05 am)
- Break (11:05 am - 11:15 am)
- Time management/effective prioritization (11:15 am - 12:15 pm)
- Lunch (12:15 pm - 12:45 pm)
- Delegating to optimize efficiency (12:45 pm - 1:25 pm)
- Planning and managing large projects in a behavioral health organization – Part 1 (1:25 pm - 2:15 pm)
- Break (2:15 pm - 2:25 pm)
- Planning and managing large projects in a behavioral health organization– Part 2 (2:25 pm - 3:15 pm)
- Summary/feedback (3:15 pm - 3:30 pm)

Target Audience: Social Workers, Counselors, Managers, Fiscal, Administration

Target Levels: Intermediate, Advanced

CE Hours: 5 CE, General Social Work
Course Description
The transition from grant funding to fee-for-service (FFS) reimbursement requires that behavioral health managers expand their knowledge base and comfort level with financial management, and develop and implement strategies in order for their organizations to survive and potentially flourish. This workshop will describe the new reimbursement model with emphasis on effective approaches to succeed in the new environment. The topics to be covered will include: overview of the difference between grant funding and FFS reimbursement and the opportunities/risks under both payment systems; approaches to developing and monitoring FFS revenue projections; need for cost containment under FFS; importance of performance measurement, especially productivity; techniques to increase staff billable time in order to maximize revenue; and increased need to examine restructuring options in an FFS environment. This workshop will utilize case studies, role play and group projects. Managers who attend this workshop will learn to develop financial strategies and analyses to assist in transitioning to FFS reimbursement.

Learning Objectives
1. Demonstrate a framework to achieve financial viability under FFS reimbursement.
2. Explain how to implement staff productivity standards to achieve revenue projections.
3. Implement a tracking tool to ensure that revenue targets are met.
4. Implement realistic approaches to increase clinician billable time.
5. List and analyze specific restructuring options appropriate for the organization.

Course Outline
• Introduction (9:30 am - 9:45 am)
• Grants vs. FFS – risk vs. reward (9:45 am - 10:00 am)
• Developing and monitoring FFS revenue projections (10:00 am - 10:50 am)
• Break (10:50 am - 11:00 am)
• Containing/reducing costs under FFS (11:00 am - 11:30 am)
• Performance measurement and productivity (11:30 am - 12:35 pm)
• Lunch (12:35 pm - 1:05 pm)
• Increasing clinician billable time to maximize revenue (1:05 pm - 1:45 pm)
• Examining restructuring options under FFS (1:45 pm - 2:10 pm)
• Break (2:10 pm - 2:20 pm)
• Analytical framework for expansion under FFS (2:20 pm - 3:15 pm)
• Summary/feedback (3:15 pm - 3:30 pm)

Target Audience: Social Workers, Counselors, Managers, Fiscal, Administration

Target Levels: Intermediate, Advanced

CE Hours: 5 CE, General Social Work
SESSION 3
HUMAN RESOURCE MANAGEMENT UNDER FFS
November 17, 2020

Course Description
Although an agency’s most important resource is its staff, especially in successfully transitioning to fee-for-service (FFS) reimbursement, utilizing/managing staff to ensure both agency success and employee satisfaction is not always done in an optimal manner. This workshop will provide techniques and strategies to maximize staff performance with an emphasis on how it relates to FFS implementation. The topics to be covered include: helping staff understand that clinical and financial performance are both important and are not in conflict with each other; exploring alternative staffing models to determine which, if any, might be suitable for an agency; developing a commitment to customer service and client engagement; ensuring that staff retention is a high priority of the organization; designing methods to mediate and resolve conflicts; and creating a work environment that minimizes problematic staff behaviors. This workshop will utilize case studies, role play and group projects. Managers who attend this workshop will develop strategies to enhance staff performance in the FFS world.

Learning Objectives
1. Describe and educate staff to emphasize both clinical and financial performance.
2. Explain pros and cons, including cost effectiveness, of various staffing models.
3. Demonstrate specific techniques to enhance customer service and client engagement throughout the organization.
4. Implement conflict resolution techniques in day-to-day management.
5. Demonstrate concrete strategies to prevent or minimize negative staff behavior.

Course Schedule/Time
- Introduction (9:30 am - 9:45 am)
- Clinical vs. financial performance -- are both possible? (9:45 am - 10:10 am)
- Utilization of alternative staffing models (10:10 am - 10:50 am)
- Break (10:50 am - 11:00 am)
- Importance of customer service and client engagement (11:00 am - 11:30 am)
- Staff retention (11:30 am - 12:30 pm)
- Lunch (12:30 pm - 1:00 pm)
- Mediating and resolving conflicts (1:00 pm - 1:40 pm)
- Managing difficult employees - Part 1 (1:40 pm - 2:20 pm)
- Break - (2:20 pm - 2:30 pm)
- Managing difficult employees - Part 2 (2:30 pm - 3:15 pm)
- Summary/feedback (3:15 pm - 3:30 pm)

Target Audience: Social Workers, Counselors, Managers, Human Resources, Fiscal, Administration

Target Levels: Intermediate, Advanced

CE Hours: 5 CE, General Social Work
MEET THE PRESENTERS

Ira Hammer, MSW, MBA  
Consultant/Principal  
H & S Consultants

Ira Hammer is a senior level executive with more than 30 years of progressive management experience in healthcare and behavioral health administration and finance. He is currently an independent consultant providing strategic planning, project management, business development and revenue enhancement services for healthcare and human service organizations. Previously, Mr. Hammer was Executive Vice President for a multi-hospital system in Hudson County, NJ. For the past 10 years, he has conducted numerous workshops for managers and leaders in the mental health and human service fields. Mr. Hammer has a BBA in Accounting from Baruch College, an MSW from Fordham University Graduate School of Social Service and an MBA from New York University Graduate School of Business Administration.

Michael Swerdlow PhD, FACHE  
Director, Integrated Care  
Bridgeway Rehabilitation Services

Dr. Swerdlow has a BA from San Diego State University and a PhD from the Graduate Faculty of the New School for Social Research. He has more than 30 years of experience managing the clinical, operational and financial performance of a wide range of behavioral health and social service programs. He has extensive experience in program design and development, and is published in the area of cross-cultural program design and international mental health. Dr. Swerdlow is certified as a Total Quality Management Trainer, as well as a Fellow in the American College of Health Care Executives.

*Fee Per Course: $150

Continuing Education Credits
NJ Social Workers: An application has been submitted for consideration of CE approval through ASWB ACE. Once granted, CE credits will be available for each individual course. In order to receive your CE for your participation, you must sign in and out of each individual course and complete an evaluation for each. No exceptions can be made. Certificates will be mailed to attendees to the addresses provided in their registration within 30 days.

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To ensure efficiency and accuracy, we need to process all registrations online. E-mails and faxes do not constitute registrations. After completing your online registration, if you are paying by check, please print the confirmation and send a copy of it along with your payment, seven calendar days prior to the event, made payable to NJAMHAA, and mail it to Accounts Payable, at NJAMHAA (see address below). If you have any difficulties with online registration, please contact Julie Moy at 609-838-5488, ext. 218.

Cancellation, Substitution and Refund Policy
Attendee registrants must cancel registrations IN WRITING ONLY to Julie Moy via fax at 609-838-5489 or e-mail at jmoy@njamhaa.org, by 4:00 p.m., seven calendar days prior to the conference start date in order to receive a 100 percent refund. Substitute registrations can be made after that date. No-show registrants will still be responsible for payment of their registration fees IN FULL and will be invoiced accordingly. Phone calls and voicemails will not be accepted as a means of cancellation.

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Your request can be sent to Julie Moy via e-mail at jmoy@njamhaa.org or fax to 609-838-5489.

Payment Information and Insufficient Funds
Online payments may be made in the form of a Visa or MasterCard. Checks are also accepted, made payable to NJAMHAA, and mailed to NJAMHAA Accounts Payable, 3635 Quakerbridge Road, Suite 35, Mercerville, NJ 08619. If a credit card is declined for any reason, a $15 fee will be applied to your invoice and be required as payment. If a check is returned by the bank due to insufficient funds, a $35 fee will be applied to your invoice and required as payment. Individuals holding outstanding balances will be ineligible to attend future NJAMHAA conferences or trainings until the outstanding balances are paid in full. Each individual with an outstanding balance that has been carried for more than 30 days will incur a $25 late fee, which will be applied to the invoice and required as payment.

ADA Accommodations
Participants who require disability accommodations, please contact Julie Moy at 609.838.5488 ext. 218 or by e-mail at jmoy@njamhaa.org at a minimum of fourteen (14) business days prior to the event.