



Business Partnering to Drive Productivity & Growth September 2019



Agenda

Business Partner Model

Case 1: Behavioral Health

Case 2: Dental

Business Partnering Model

What is a Business Partnership Model?

Business Analysts engage in real and active partnership with the business groups they support. Their role is to provide operational, financial & strategic decision-making support through analytic and business insights that drive better business performance.

What value does it create?

- Support El Rio mission
- Enhance decision quality
- Maximize the utilization of resources
- Navigate an uncertain, complex & ambiguous environment

What does an analyst do?

- Interpret, explain & drive organizational or group performance
- Support key operational, strategic & financial decisions
- Advise on key business planning assumptions, trade-offs, and opportunities
- Provide ad-hoc analysis and insights on specific issues

Areas of Responsibility

- Budget & Forecasting
- Monthly/Quarterly Financial Review
- Operational Metrics
- Ad-hoc analysis
- Analytics translation
- Business Case development
- Process improvement
- Activity-Based Costing
- Facilitate relationships between groups
- Education & Training
- Information conduit

Team Structure

Business Partners

- 5 'business' analysts
- Focus: Financial, Operational, Analytical
- Heavily engaged assigned organizations
- Subject Matter Expert on businesses performance
- High knowledge and understanding of operations
- Help set key initiatives for the organization
- Support budgeting process and reporting
- Represent the groups supported across the organization and to senior management
- 'Virtual' member of operational team

Business Analytics

- 1 supervisor, 2 analysts
- Focus: Centralized Financial & Operational Analytics
- Serve as analytics translators across the organizations
- Provide clinical and operational analysis and support
- Support process improvement priorities (financial, operational & clinical)
- Drive cost of care project sustainability
- Central analytics in support of reporting, forecasting and budgeting processes
- Analysis Examples: Capacity, productivity, resource utilization, space utilization, cost of care, revenue cycle

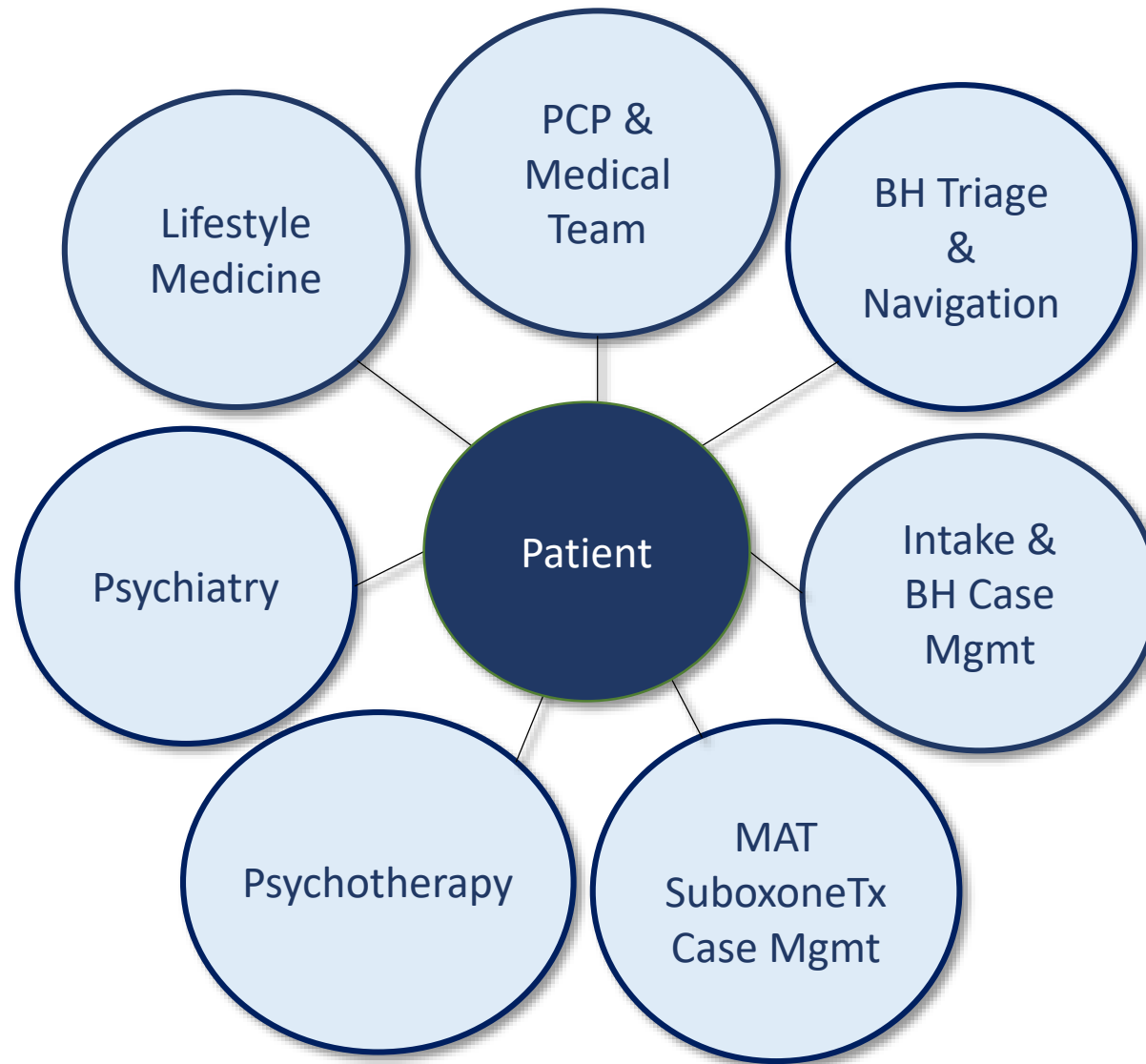
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Integration: Full Spectrum Behavioral Health Services



2019 Full Spectrum Sites:
Congress
Cherrybell
South East
El Pueblo

Distinction between Primary Care and Specialty Behavioral Health

Specialty BH (Psychiatry & Behavioral Sciences)

- Diagnosis of Psychiatric Disorders
- Psychopharmacology
- Psychotherapy (Individual and Group)
- Substance Abuse treatment
- Case Management

Primary Care BH (Lifestyle Medicine)

- Health Behavior Interventions
- Health-promoting and Risk-taking Behaviors
- Address Health Risk-taking Behaviors
- Patient Adherence to Medical Treatment
- Chronic Disease Management
- Adjustment to Medical Illness/Symptom Management
- Brief Risk Triage & BH/PCP Curbside Consults

Behavioral Health Home Coordinator/Community Health Advisor-BH

- Transition/Navigate to SBH (External & Internal Resources)
- Crisis Triage
- Identify/Engage SMI/GMSA Patient Care Needs
- Assist SBH to Transition Patients back to PCP

Clinical Demand

	101	103	111	115	245	260	120	
	Congress Peds	Congress Adults	Southwest	Northwest	El Pueblo	Cherrybell Homeless	Southeast	Total
Total Clinic Providers	8.5	17.9	10.2	12.8	17.3	7.0	7.0	
Clinic Encounters	23,629	55,695	34,646	39,296	51,729	15,647	18,826	239,468
Medicaid %	78%	47%	60%	65%	62%	65%	58%	
Medicaid Population	18,431	26,177	20,788	23,412	32,072	10,171	10,919	141,969
Medicaid Enctrs/Mo	1,536	2,181	1,732	1,951	2,673	848	910	
Medicaid Enctrs/BH		727	866	976	922	283	506	4,278
Mental Health Diagnosis		4,810	2,173	2,417	4,054	2,415	2,166	18,576
SMI Designation		710	140	296	527	966	268	3,060

2019 Full Spectrum Site Rollout:

- Congress: January, 2019
- Cherrybell: April, 2019
- South East: August, 2019
- El Pueblo: March, 2019

Operational Challenges

Low Productivity Challenges:

- Prescriber 6.7 Encounters/Day
- Therapist 3.2 Encounters/Day
- BHCs 5.7 Encounters/Day

Other Operational Challenges

- Intake Template Updates
- Crisis Triage
- Restructuring Workflow and Expectations
- Credentialing for LACs & Case Managers

Low Schedule Utilization:

- Prescriber 54%
- Therapist 52%

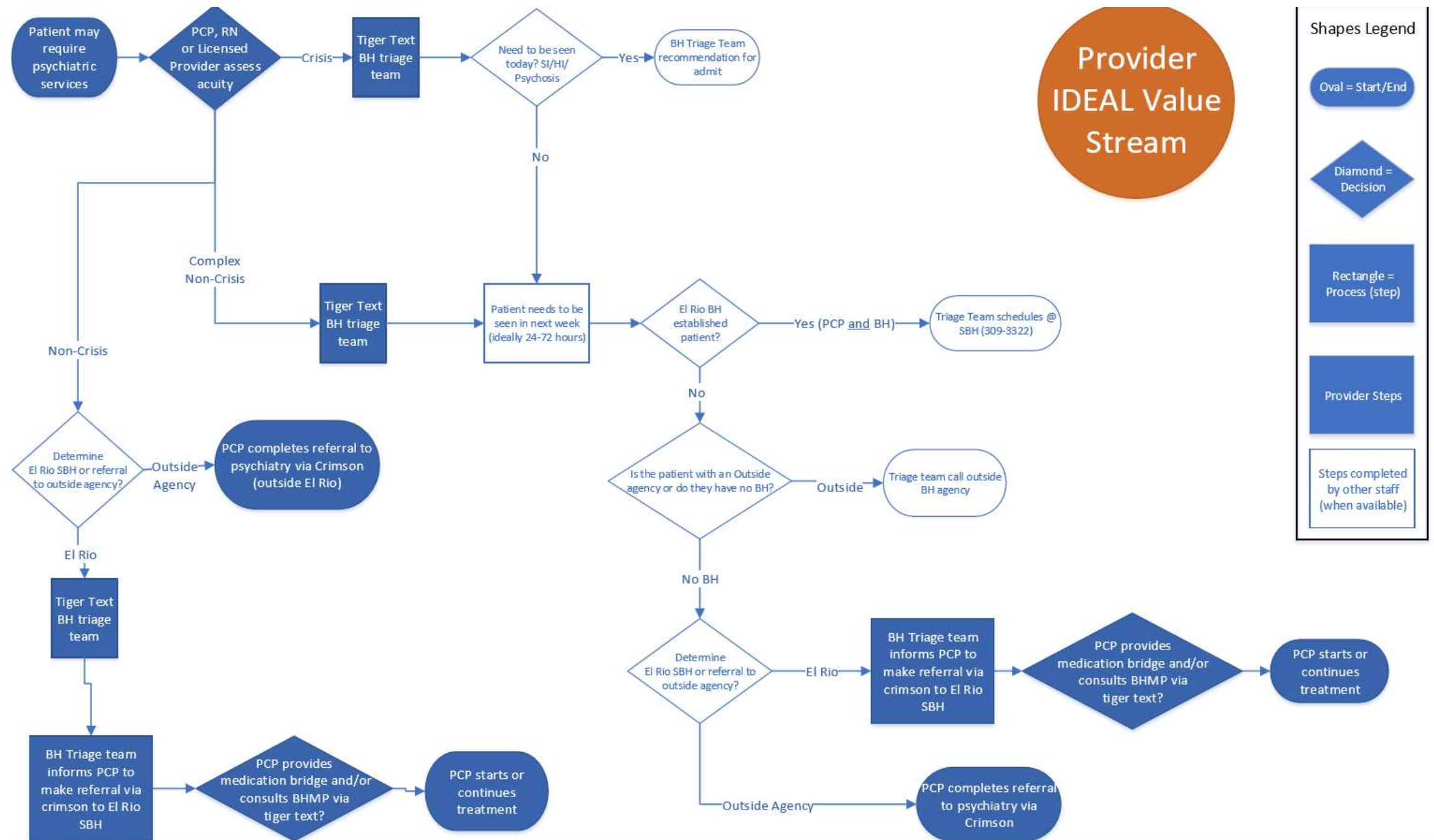
High No Show Rates:

- Prescriber 26%
- Therapist 31%

Intake Back-log: 200+

Therapists Cancellations: ~25%

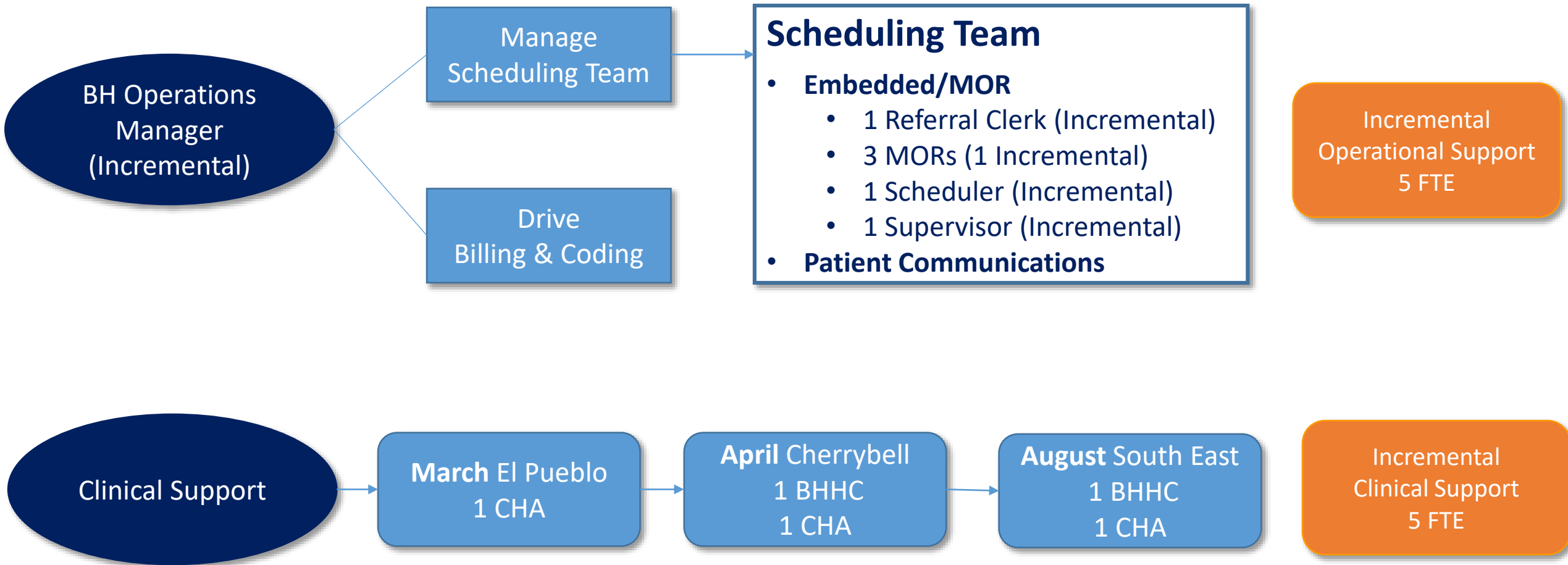
Growth has outpaced Operational Capability



SBH Immediate Priorities (0-12 Months)

 Billing	 Provider Productivity	 Intake Efficiency	 Scheduling
Certified BH Coding Expert	Evaluate Current Provider Productivity	Behavioral Health Home Coordinators	Add Additional MOR
↑ Revenues through Optimized Coding	Establish Provider Standards and Benchmarks	DocuSign System for Intakes	Evaluate Scheduling Incentives
Inter-departmental Communication and Understanding	Create Provider Dashboard	ROI Completed at Referral	Eligibility/Employment Specialist-Mandatory Position

Operational Support Needs



Profitability by Provider – LCSW and PNP

LCSW	Current Productivity			
Encounters per Workday	5	6	7	8
Revenues	\$ 151,501	\$ 181,801	\$ 212,101	\$ 242,401
Personnel Costs	\$ (78,071)	\$ (78,071)	\$ (78,071)	\$ (78,071)
Direct Support	\$ -	\$ -	\$ -	\$ -
Indirect Support	\$ (45,865)	\$ (45,865)	\$ (45,865)	\$ (45,865)
Other Expense	\$ (13,524)	\$ (16,229)	\$ (18,933)	\$ (18,932)
Net Contribution	\$ 14,041	\$ 41,636	\$ 69,231	\$ 99,533

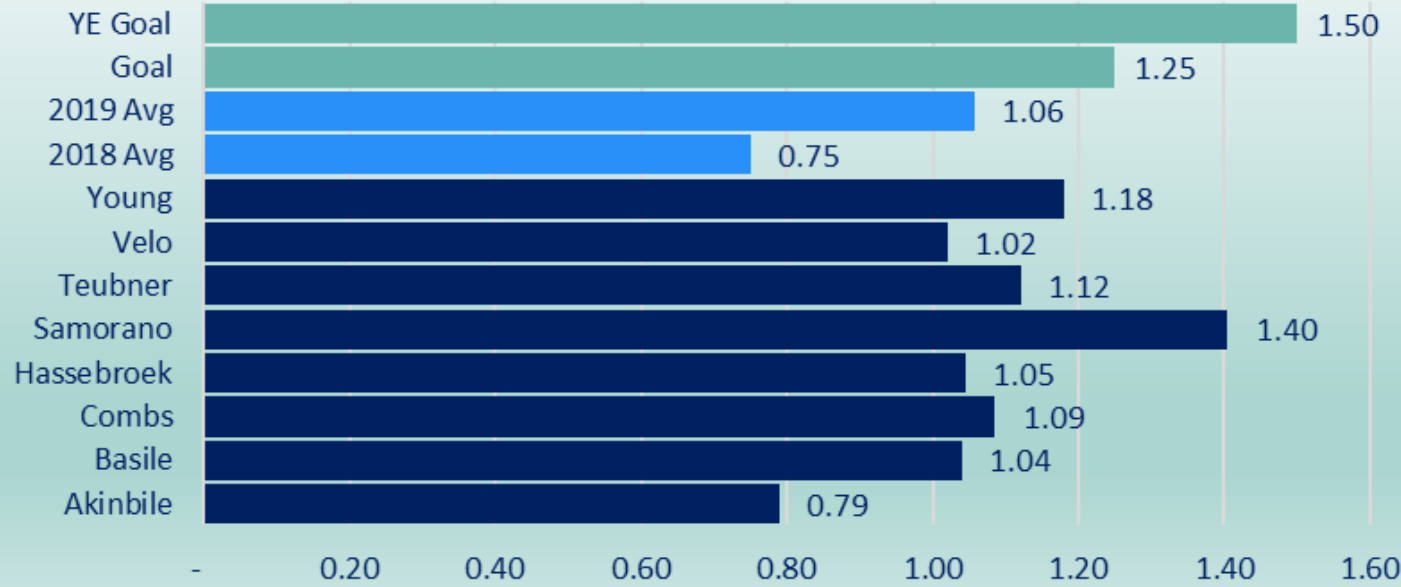
Current Productivity Levels:

- LCSWs = 5
- Prescriber = 6

APP-PNP	Current Budget																				
Encounters per Workday	6			7			8			9			10			11			12		
Revenues	\$	181,801		\$	212,101		\$	242,401		\$	272,702		\$	303,002		\$	333,302		\$	363,602	
Personnel Costs	\$	(186,958)		\$	(186,958)		\$	(186,958)		\$	(186,958)		\$	(186,958)		\$	(186,958)		\$	(186,958)	
Direct Support	\$	(62,240)		\$	(62,240)		\$	(62,240)		\$	(62,240)		\$	(62,240)		\$	(62,240)		\$	(62,240)	
Indirect Support	\$	(45,865)		\$	(45,865)		\$	(45,865)		\$	(45,865)		\$	(45,865)		\$	(45,865)		\$	(45,865)	
Other Expense	\$	(16,229)		\$	(18,933)		\$	(21,638)		\$	(24,343)		\$	(27,048)		\$	(29,753)		\$	(32,457)	
Net Contribution	\$	(129,491)		\$	(101,896)		\$	(74,300)		\$	(46,705)		\$	(19,110)		\$	8,486		\$	36,081	

2019 SBH Prescriber Productivity

Prescriber Encounters per Productive Hours



Kept Vs Budget Encounters



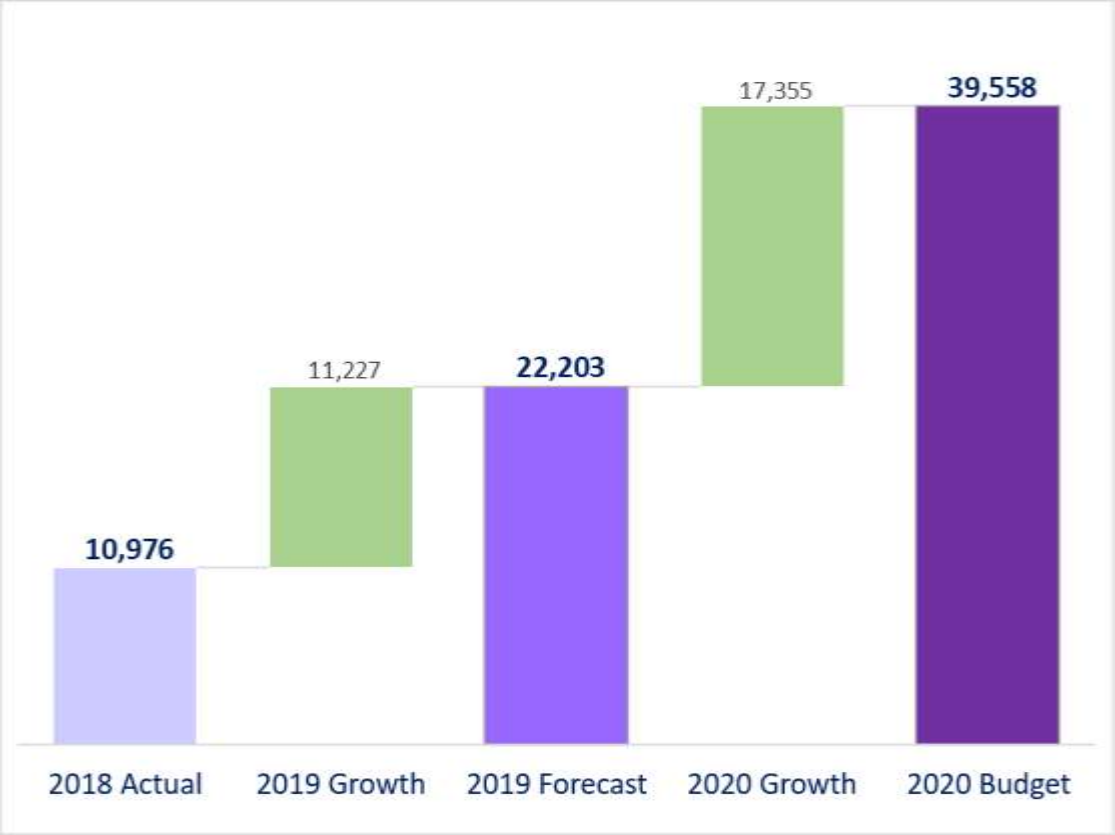
Benchmark: 10 Encounters per Day
YE Goal: 12 Encounters per Day

10 Encounters per Day = 1.25 per Hour
12 Encounters per Day = 1.50 per Hour

Akinbile Productivity Increasing:
Q2: .90 => July: 1.0

SBH Prescribers	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
FTE	6.4	6.4	6.4	6.4	6.0	6.0	6.0	6.2
Productive Hours	699	785	823	815	856	812	822	5,611
Processed Encounters	774	810	821	889	838	754	833	5,719
Kept Appts	795	715	856	959	869	855	881	5,930
Encounters per Hr	1.14	0.91	1.04	1.18	1.02	1.05	1.07	1.06

Encounter Forecast



South East Expansion

Q4 2019 Anticipated Opening at SE

Increased Encounters

Prescribers: 10 Encounters per Day

Therapists: 7 Encounters per Day

Profit and Loss (Direct Basis)

(\$M)	2018 Actuals	2019 Forecast	2020 Budget	2019 Growth	2020 Growth
Revenue	1.53	3.92	7.14	156%	82%
Expense	2.74	3.47	4.60	-26%	-33%
Personnel	2.52	3.37	4.52	-33%	-35%
Supplies	0.04	0.04	0.04	-3%	-4%
Depreciation	0.00	0.00	0.00	0%	0%
Other	0.18	0.06	0.04	65%	32%
Operating Margin	-1.21	0.45	2.54	137%	231%
<i>Margin (%)</i>	<i>-79%</i>	<i>12%</i>	<i>36%</i>		

2020 Budget Revenue

Encounters per Day:

- Prescribers 10
- Therapists 7

Grant Revenue Excluded

2020 Budget Expense

Excluded:

- Grant Support for FTEs
 - 9 Positions 50-100% of Salary
- Facilities Costs

Agenda

Business Partner Model

Case 1: Behavioral Health

Case 2: Dental Summary

Profit and Loss (Direct Basis)

(\$M)	2018 Actuals	2019 Forecast	2020 Budget	2019 Growth	2020 Growth
Revenue	11.24	15.49	19.47	38%	26%
Expense	10.68	13.03	15.46	22%	19%
Personnel	8.25	10.10	11.86	22%	17%
Supplies	1.48	1.97	2.57	33%	30%
Depreciation	0.17	0.18	0.21	6%	14%
Other	0.78	0.77	0.83	0%	7%
Operating Margin	0.56	2.46	4.00	342%	62%
Margin (%)	5%	16%	21%		
<i>OM w/o HRSA 330 Grant</i>		0.88	2.40		
Margin (%)		6%	13%		

- 2018 does not include HRSA 330 Grant Funds
- 2020 Budget does not include Facilities Costs for Cherrybell or SE

2020 Budget Revenue

- **Cherrybell and South East Clinics Opened 2019**
- **Added Three Embedded RDH Teams in 2019**
 - ✓ NW April 2019
 - ✓ SW February 2019
 - ✓ EP October 2019

2020 Budget Expense

- Supplies ↑ due to instrument replacement plan
- Lab Costs include Dentures, Crowns & Bridges
- FTE adds in Peds
- Capital Expenditure Corrections

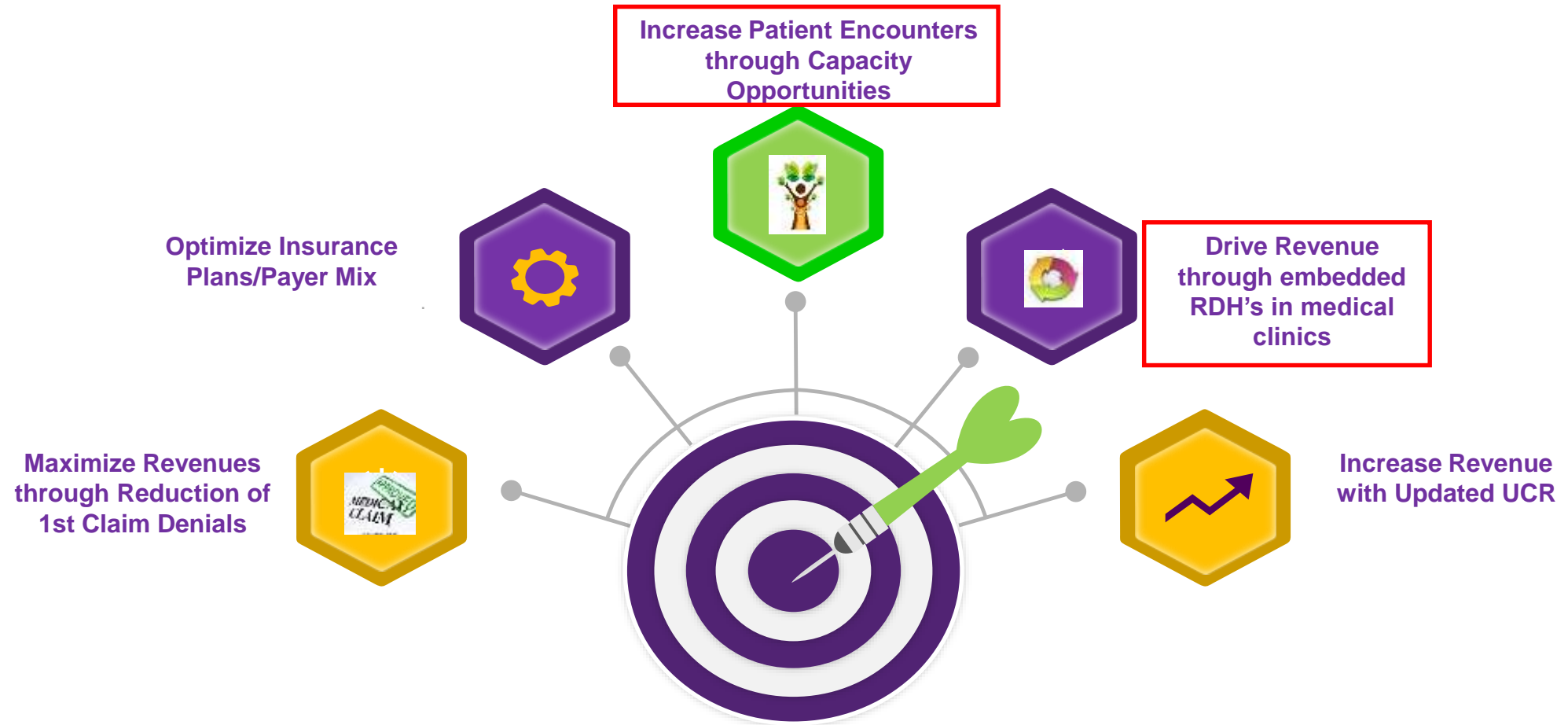
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Business Partner Model

Case 1: Behavioral Health

Case 2: Dental

2018 Dental Strategic Initiatives



Dental Key Initiatives Highest Priority

- ✓ Increase Pediatric Medicaid Hygiene Visits
- ✓ Expand Embedded RDH Teams to Three (NW, SW and Congress)
- ✓ Establish Productivity Benchmarks for all Dental Providers

Example:

Embedded	Budgeted Visits	Target	Revenue per Visit	Add'l Revenues @ Target
Medicaid	4,070	1,820	311	\$ 566,020
Kidsicare	20	-	5	\$ -
Commercial	60	300	37	\$ 11,100
Self Pay	1,690	40	88	\$ 3,520
	5,840	2,160		\$ 580,600

2019 Target: 8,000 Embedded Visits

Notes:

- Assumes Villanueva at 2.5 Avg Visits per Hour
- New Embedded Teams at 2.0 Avg Visits per Hour

Dental Productivity Benchmarks

Dentist Productivity

Annual Encounters (36 hr. Work Week):

- DDS/DMD FQHC Standard = 2,250 – 2,880
- **El Rio 2020 Budget 1,600 – 2,400**
- **El Rio Average 2,038**

Encounters per Hour:

- DDS/DMD FQHC Standard = 1.7/ hr.
- **El Rio 2019 Average 1.21/ hr.**

Hygienist Productivity

Annual Encounters (36 hr. Work Week):

- RDH = 1,170 – 1,440
- **El Rio 2020 Budget 800 – 1,500**
- **El Rio Average 989 W/O Montiel, 1040 with Montiel**

Encounters per Hour:

- RDH = 1.2/hr.
- **El Rio 2019 Average .87/ hr.**

Embedded Hygienist Productivity

Annual Encounters (36 hr. Work Week):

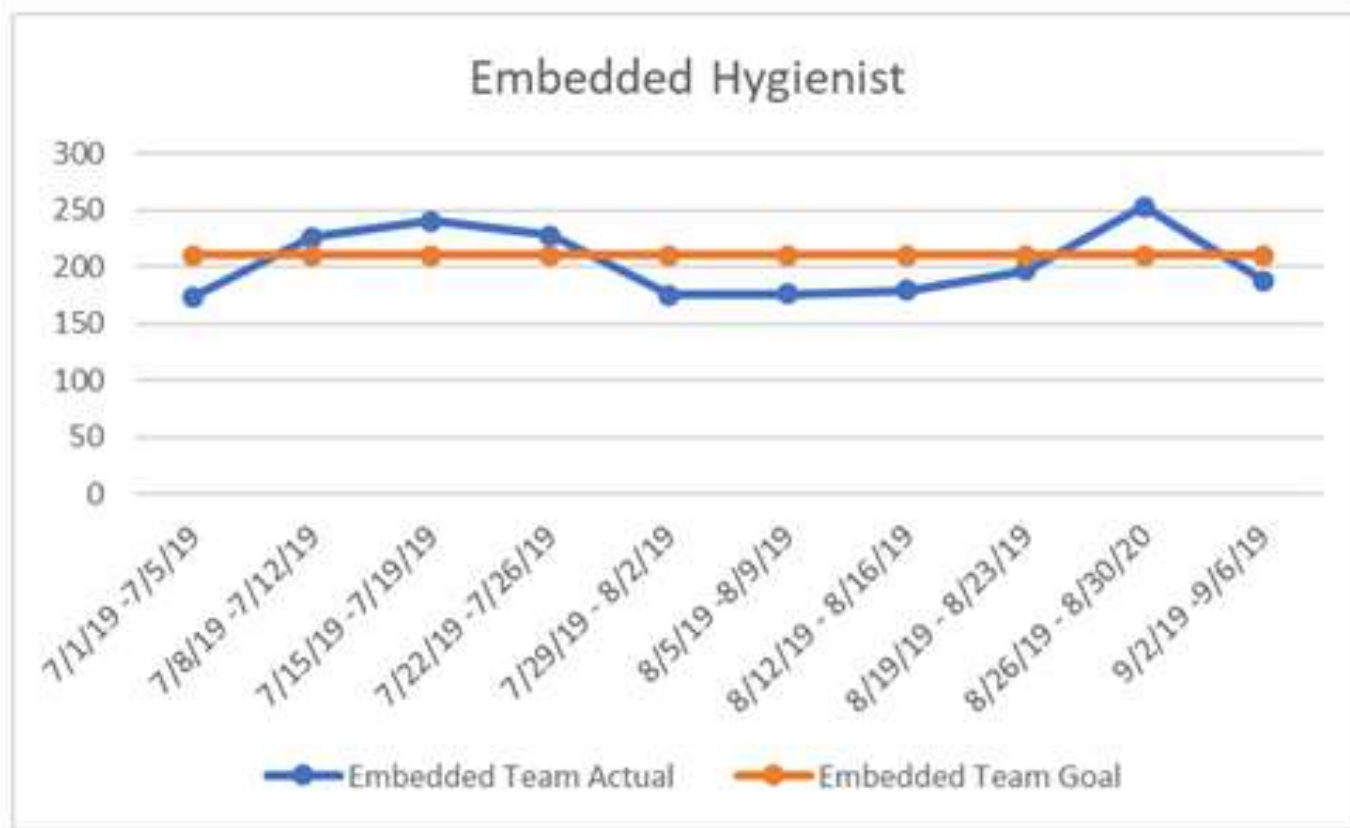
- **El Rio 2020 Budget 3,600**

Encounters per Hour: 2.0

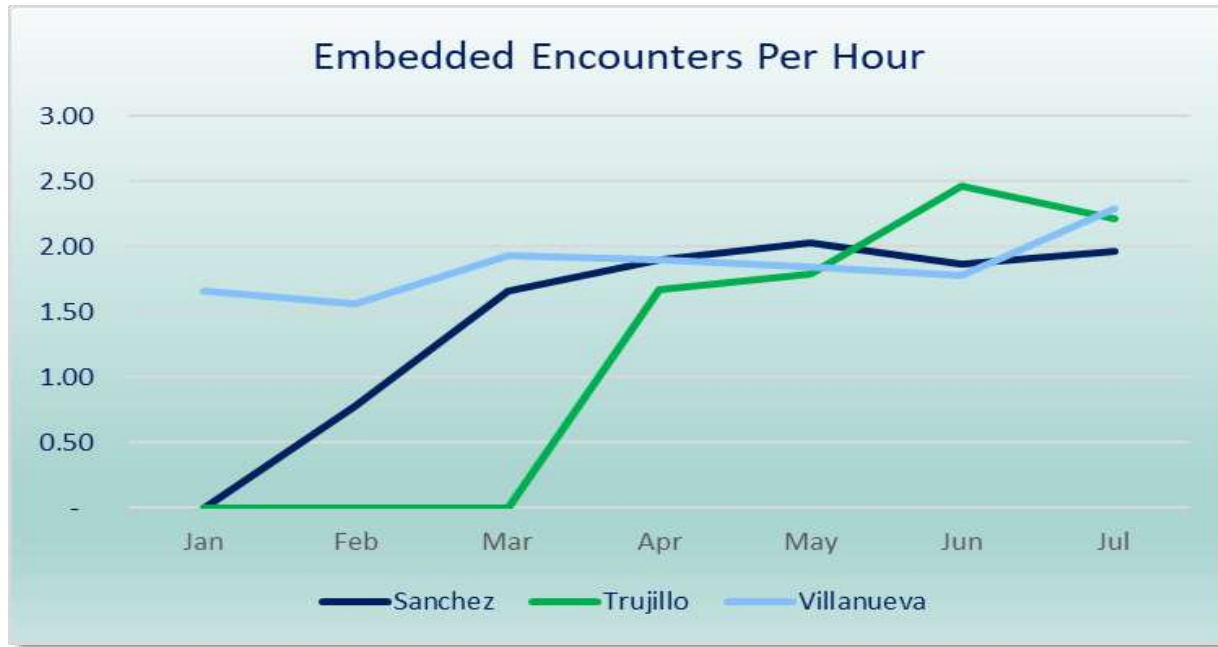
- **Stretch Goal 2.5/hr.**

2019 Embedded Hygienist Productivity

Weekly Embedded KPI Dashboard	9/02/19 - 9/06/19		
	Actual	Target	Stretch Goal
Total Embedded Visits (Embedded Hygienists)	188	210	270
Total 2 week dental appointment scheduled	30	40	55



2019 Embedded Hygienist Productivity



Embedded Teams Encounters per Hour							
	Jan	Feb	Mar	Apr	May	Jun	Jul
Sanchez	-	0.78	1.66	1.90	2.03	1.86	1.96
Trujillo	-	-	-	1.67	1.79	2.46	2.22
Villanueva	1.66	1.57	1.93	1.90	1.84	1.78	2.29
YTD Avg							

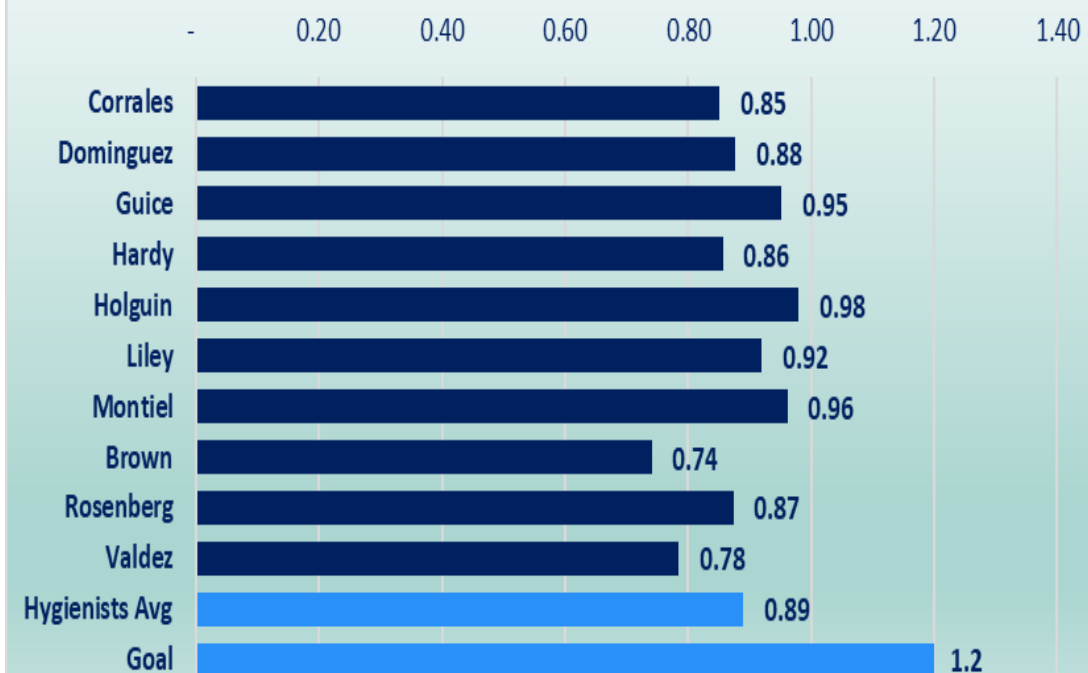
- **2019 Target for Embedded Visits: 8,000**
 - Yields an Additional \$591,600 in OM
 - 2018 Embedded Encounters: 2,711
 - 2019 YTD: 3,901 Tracking to 9,000+ Visits

Villanueva Productivity 2018: 1.78 Avg Encounters per Hour

Revenue Days	21	20	21	22	22	20	22	
Embedded Hygienists	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
FTE	0.9	1.8	1.8	2.7	2.7	2.7	2.7	2.7
Productive Hours	146	278	297	327	435	382	450	2,315
Encounters	243	329	533	615	823	779	975	4,297
Processed Encounters	240	209	285	612	801	779	975	3,901
Kept Appts	230	313	529	614	800	775	983	4,244
Encounters per Hr	1.66	1.18	1.79	1.88	1.89	2.04	2.17	1.86

2019 Clinical Hygienist Productivity

Hygienist Encounters per Productive Hour YTD



Revenue Work Days	21	20	21	22	22	20	22	
Hygienists	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
FTE	8.9	8.9	8.9	8.0	8.0	8.0	8.0	8.9
Productive Hours	1,129	1,194	1,176	1,138	1,121	1,027	1,156	7,941
Duplicated Encounters	919	984	1,023	1,027	1,011	963	1,135	7,062
Processed Encounters	642	738	779	791	883	860	999	5,692
Kept Appts	814	889	1,003	931	895	920	1,079	6,531
Encounters per Hr	0.81	0.82	0.87	0.90	0.90	0.94	0.98	0.89
No Shows	189	232	201	206	247	217	245	1,537
Cancellations	397	482	480	469	481	491	496	3,296

Embedded Encounters	March	April	May	Jun	Jul	Total
Guice RDH, Andrea	5	5	23	4	20	57
Liley RDH, Tana	6	4	8	6	6	30
Montiel RDH, Cristina	4	29	18	13	30	94
Grand Total	15	38	49	23	56	181

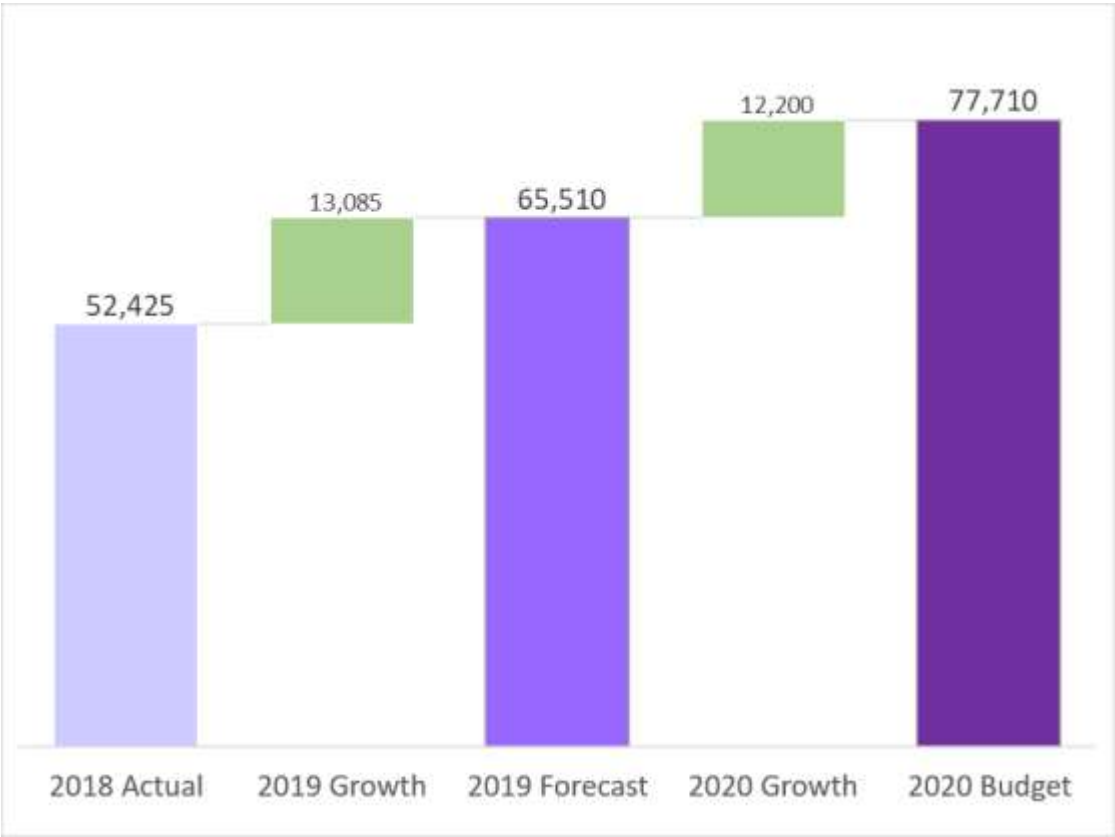
Clinical Hygienist Encounters/Hour

- Q1 = .84
- Q2 = .91
- July = .98

Encounters per Day (8 Hrs)

.88 = 7 Encounters
1.0 = 8 Encounters
1.2 = 9.6 Encounters

Encounter Forecast



Add 1.0 Pediatric Dentist

- ✓ .50 FTE at North West Clinic
- ✓ .50 FTE Attending

Add One Additional Pediatric Resident

4 Embedded RDH Teams in 2020

- ✓ Congress
- ✓ North West
- ✓ South West
- ✓ El Pueblo

2 Additional Locations

- ✓ Cherrybell
- ✓ South East

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