

CHS Business Needs Considerations for Alternative Work Schedules (3.18.13)

Business Need	Description
Triple Aims (Overarching business need)	<p>CHS strives to meet the Triple Aims of health care improvement which are the basis for healthcare reform. The goal is to achieve all the aims and to avoid achieving one or two while sacrificing the third. The Triple Aims are:</p> <ul style="list-style-type: none"> • Better health outcomes • Better client experience • Lower per capita cost of care
Effective use of resources	<p>How to most effectively use shrinking resources.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Impact on facility use and costs</i> • <i>Impact on revenue</i> • <i>Impact on overtime, coverage, cars, additional staffing</i> • <i>Impact on other services or admin work at the site</i> • <i>Impact on employee's workload; impact on productivity</i> • <i>Impact on effective use of drive and visit times for home visiting staff</i>
Alignment of all staff resources to clients' greatest demand	<p>CHS strives to provide services at our sites that are responsive to the needs of the specific populations we serve, including the types of services we provide and the options for clients to access them. We aim to be responsive to the needs as they change over time.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Understanding demand through data, staff & community input</i> • <i>Impact on access</i> • <i>Aligning services with clients' access needs (such as client work/school hours, transportation availability)</i> • <i>Employee's need to access other site staff and resources during the AWS and vice versa.</i> • <i>Community members' need access to employee during AWS.</i> • <i>Clients' need to access employee; impact on response times</i> • <i>Impact on team's availability to provide full range of services.</i> • <i>If there are multiple AWS requests, impact on assuring client access during open hours</i>
Meet Program requirements and needs	<p>Meet current and changing Program needs and requirements.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Program goals for evening and/or weekend access</i> • <i>Requirements for patient centered health home</i> • <i>Impact of AWS on client response time</i> • <i>Client access to full complement of services</i> • <i>Changes in program goals or requirements</i>
Health Care Reform Readiness	<p>Health care reform brings changes to coverage for services, service delivery models, and mechanisms for payment for services provided. Implementing these changes will allow CHS to provide and be reimbursed for services provided under health care reform. Examples include achieving NCQA recognition status for Patient Centered Medical Home in primary care,</p>

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	<p>implementing an electronic health record, and contracting with new managed care organizations.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>NCQA Patient Centered Medical Home Recognition</i> • <i>Electronic health record</i> • <i>Accountable Care Organizations</i>
Open during core business Hours	<p>CHS is required to be open during core business hours. “Open” means doors open, phones answered, and services available.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Current core business hours are 8:00 – 5:00 or 8:30 – 5:30</i>
Assure Coverage	<p>CHS has a business need to assure coverage for employees who are not available during core business hours so that we can provide uninterrupted services to our clients.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Coverage availability</i> • <i>Coverage cost and cost offset</i>
Assure Safety	<p>CHS strives to provide for the physical safety of our clients and staff.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Time of day</i> • <i>Field staff vehicle location off site and need to bring equipment/materials to site</i> • <i>Best practices from other sites that can be employed to mitigate safety concerns</i>
Supervisor time to supervise & develop staff	<p>It is important for CHS supervisors to be available to and support the work of their supervised employees. Minimizing supervisors’ administrative tasks creates time for supervisors to be available to and develop their staff.</p>
Staff morale	<p>CHS needs to attract and retain a talented workforce in order to provide quality services to our clients. Higher staff satisfaction correlates to higher retention rates and may impact use of FMLA and sick leave. Higher staff satisfaction also correlates to better customer service.</p>
Continuity of service providers	<p>The continuity of relationship between client and provider is related to health outcomes and client experience. CHS is striving to build interdisciplinary teams who provide continuity of services to our clients.</p>