



**covenant
care**

Cops & Ops

Leveraging a Matrix Leadership Mindset to Achieve Compliant Operations
in Hospice and Home Health

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Objectives



- Understand matrix management philosophy and how it differs from traditional organizational hierarchy
- Describe the unique compliance challenges of the hospice and home health industry
- Identify 3 opportunities to use this philosophy to achieve compliance in post-acute organizations

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Matrix Leadership Structure



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Polling Question

Please choose the answer that best describes your organization.

- A. Home health only
- B. Hospice only
- C. Home health and hospice
- D. Home health, hospice, and other patient services
- E. Hospital or other healthcare organization

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Matrix Structure-History



Began in the mid-1900's



Large scale government projects



Adopted by private companies

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Matrix Structure-History

Adopted by Private Industries

Increased headcounts

Was forced rather than adopted



Developed bureaucracy problems

Leaders experienced confusion

No training created power struggles



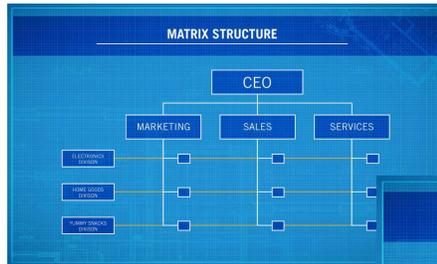
Seen as a failure

Abandoned for several decades

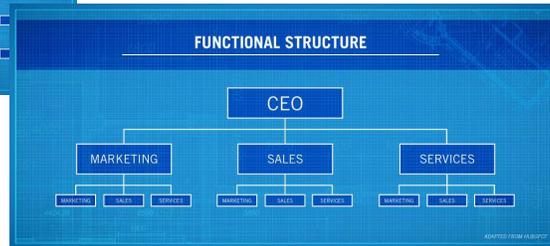
Resurfaced but with awareness

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Matrix Structure



“Matrix management is an organizational structure in which some individuals report to more than one supervisor or leader.”



More broadly, it may also describe the management of cross-functional, cross-business groups and other work models that do not maintain strict vertical business units or silos grouped by function and geography.”

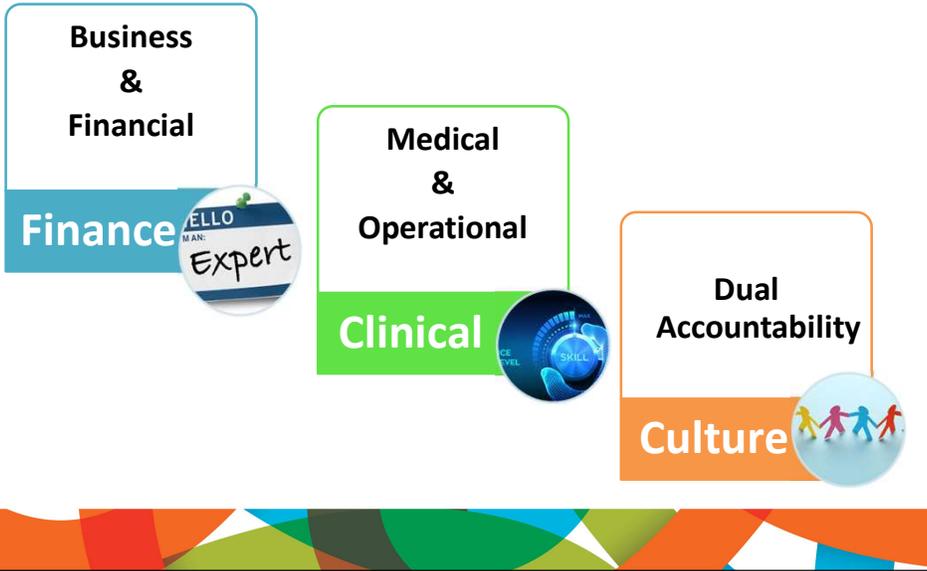
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Matrix Structure

Advantages	Controversial	Disadvantages
<ul style="list-style-type: none"> • Managing Complexity • Communication Effectiveness • Output Quality 	<ul style="list-style-type: none"> • Cost effectiveness • Motivation and job satisfaction • Balance of power 	<ul style="list-style-type: none"> • Level of Conflicts

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Dyad Leadership Model



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A Symbiotic Relationship



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Polling Question

Which of the following best describes the leadership structure in your organization?

- A. Traditional hierarchy and we routinely follow the lines of authority
- B. We follow more of a matrix and/or dyad model
- C. What structure? It depends on the day, the situation, and our mood 😊

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Compliance Challenges in Home Care



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Regulatory Overload

“Every time something changes, there’s a ‘cognitive slow down’ to figure out what’s being required now . . . It’s an added salary to do this without any added clinical benefit.”

~Montefiore Health Systems

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Scope of Regulatory Burden

Quality Reporting

New Models of Care/Value-based purchasing

Meaningful Use

Conditions of Participation (CoPs)

Program Integrity

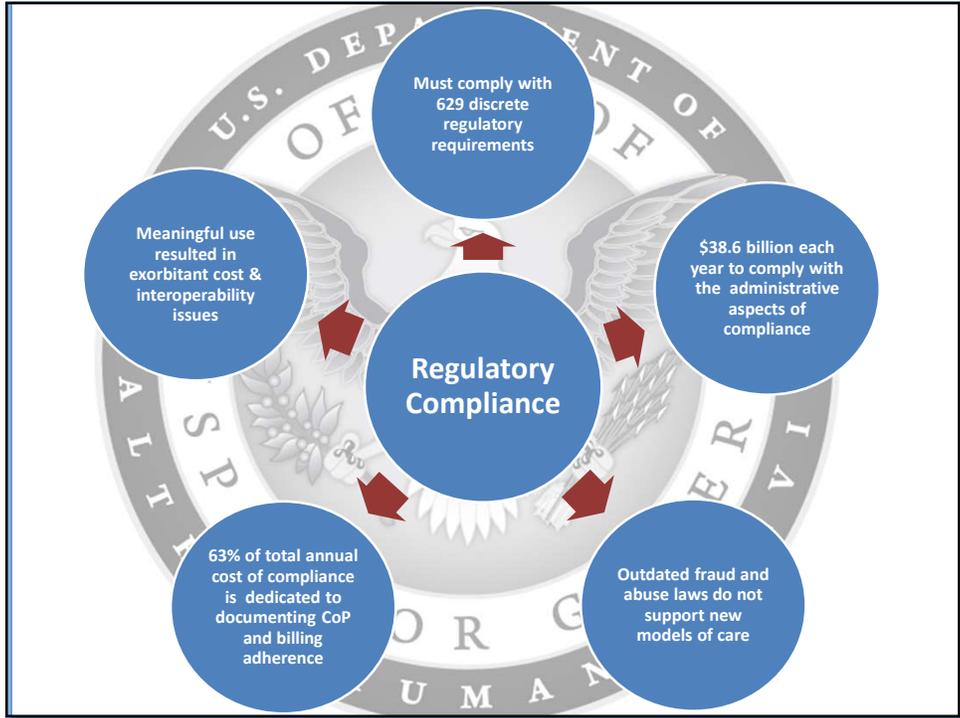
Fraud & Abuse

Privacy & Security

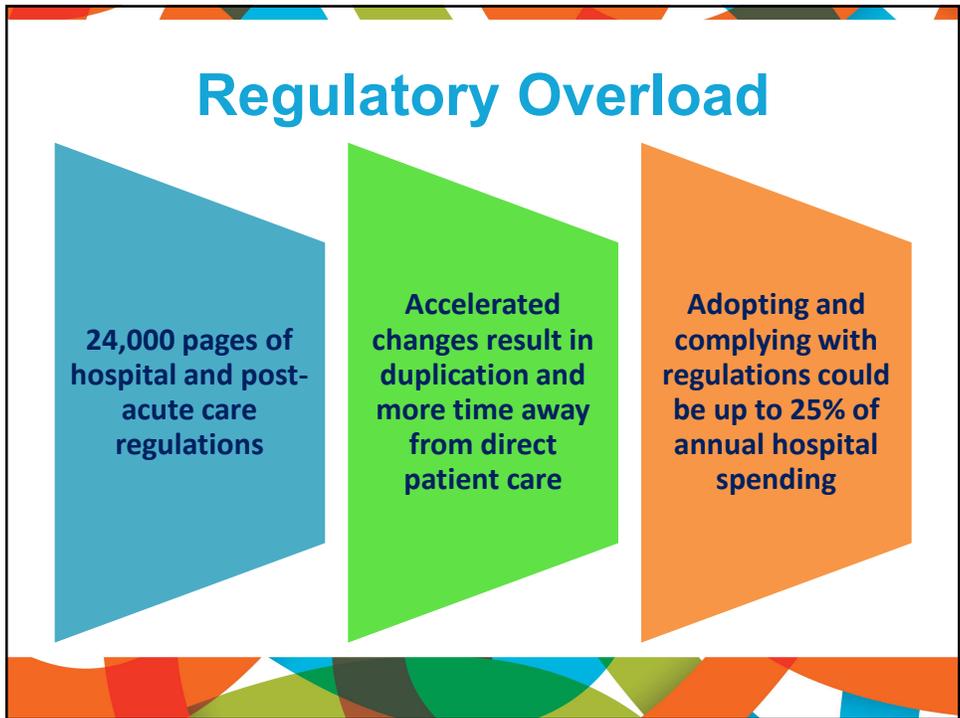
Post-acute care

Billing & Coverage Verification Requirements

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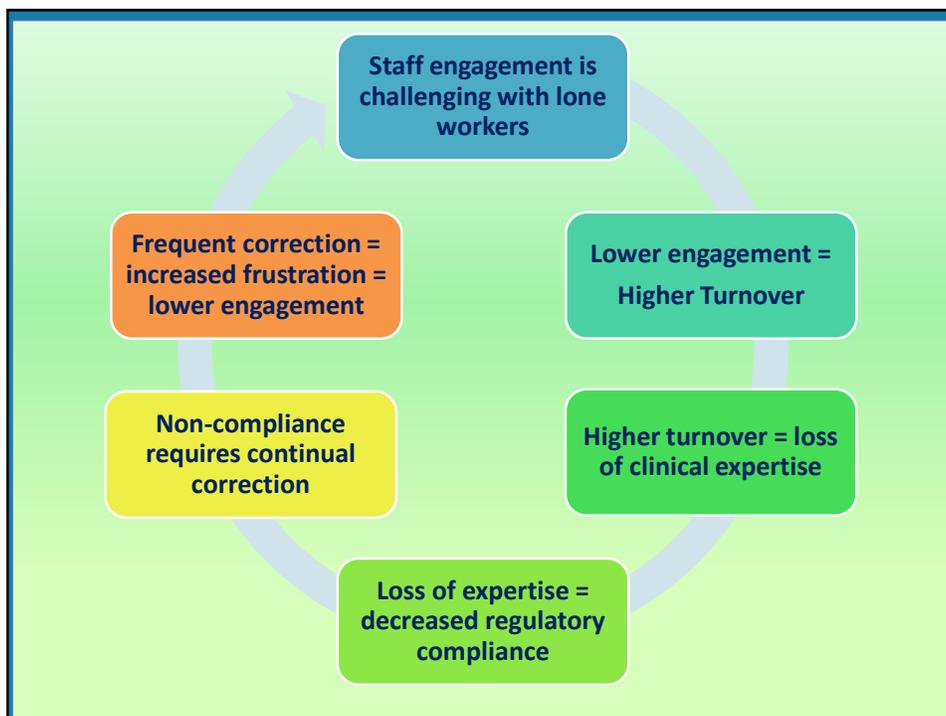


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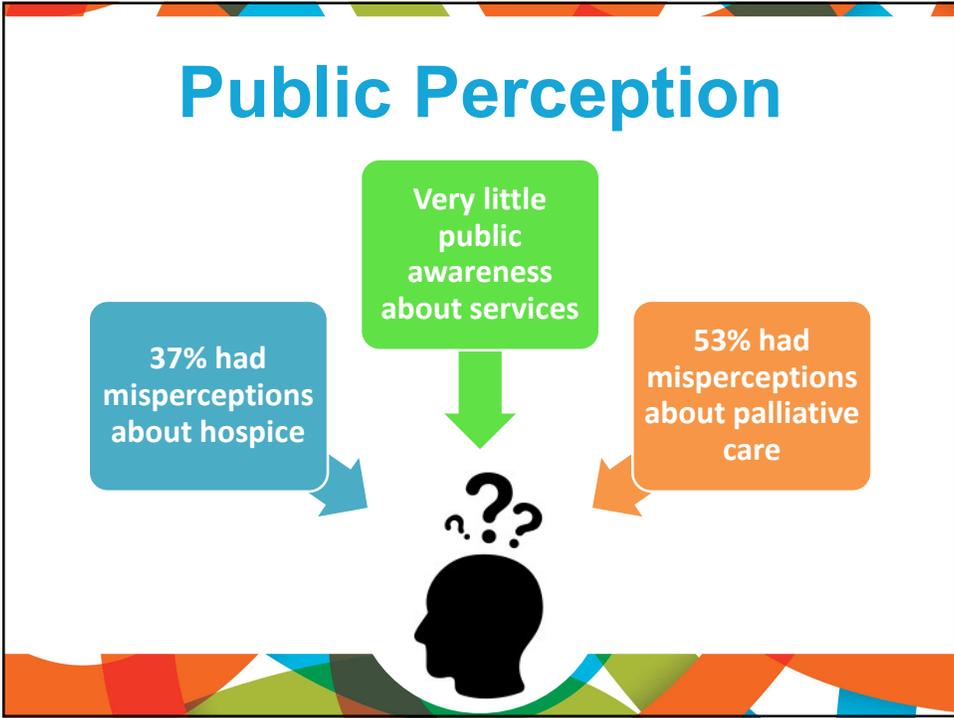
Lone Workers

-  Remote work taking place independent of supervision
-  Absent from a central building
-  Minimal face to face interaction with leadership
-  Easy for non-compliance to become a habit

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Public Perception

Hospice Administrator Sentenced for Role in Hospice Fraud Scheme
Friday, February 19, 2021

[Hospice & Home Health] CEO Sentenced for \$150 Million Health Care Fraud and Money Laundering Scheme
Wednesday, February 3, 2021

Two Women Indicted on Charges Stemming from \$100 Million Home Health Care Fraud and Money Laundering Scheme
Monday, February 1, 2021

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“ ... each IG is responsible for conducting audits and investigations relating to the programs...for the purpose of promoting economy, efficiency, and effectiveness and preventing and detecting fraud and abuse in those programs and operations.”

~The Inspectors General, July 14, 2014

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Polling Question

Which statement best describes corporate compliance in your organization?

- A. Our named compliance officer is someone who has another job in the organization
- B. We have a dedicated compliance officer, but it is a department of one
- C. Compliance is a stand-alone department in our organization with personnel dedicated to the activities of the corporate compliance program

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Polling Question

Which statement best describes the general relationship of other leaders with the compliance officer in your organization?

- A. We interact with the compliance officer/team but only at a very high level
- B. We only interact with the compliance officer/team when there is a problem
- C. The compliance officer/team is well-integrated as part of our leadership team
- D. We are all scared of our compliance officer/team

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A Different Approach



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Matrix Structure



Advantages

- Managing Complexity
- Communication Effectiveness
- Output Quality

Disadvantages

- Level of Conflicts

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Embrace the Consultant

EXPERT

- Specialists add value

OBJECTIVE

- No dog in the fight

EXAMINER

- Sees clues others might miss

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Embrace the Consultant

TEACHER

- Keeps up with new developments in their field

CATALYST FOR CHANGE

- Less worried about issues that get in the way

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Embrace the Consultant

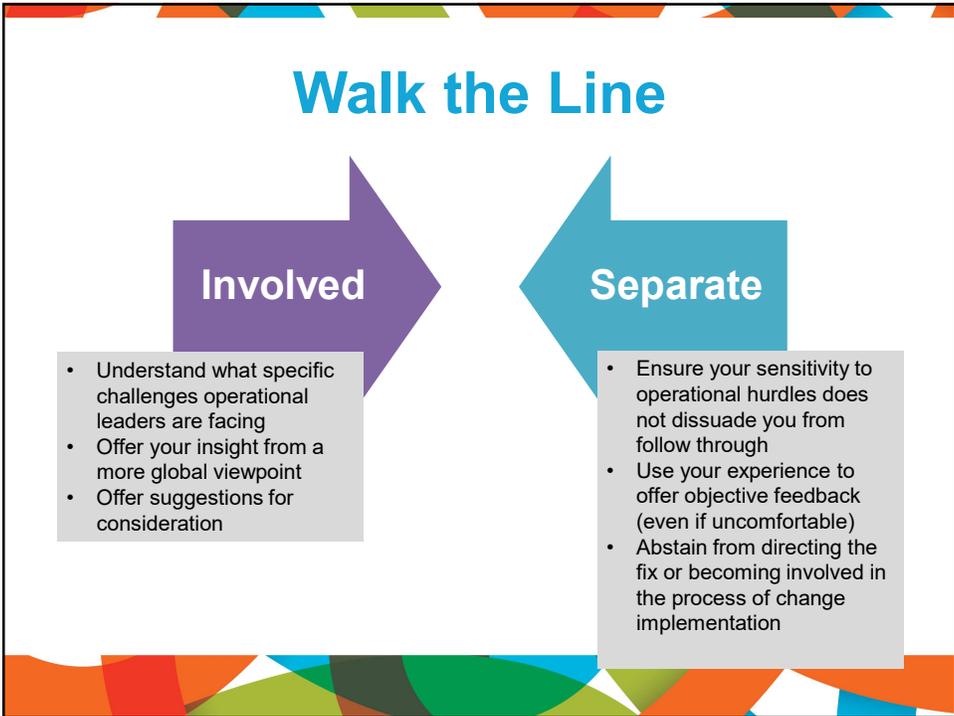
Objective lenses are the most complex part of the microscope due to their multi-element design. It is this complexity that makes the objectives the most important components of the device.



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Walk the Line



Assessment

Impartial



Data

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Appreciate the Conflict

"If there is even one secret of success, it lies in the ability to get the other person's point of view and see things from that person's angle as well as your own."

~Dale Carnegie



"We don't get harmony when everyone sings the same note. Only notes that are different can harmonize. The same is true with people."

~Steve Goodier



"Respectful communication under conflict or opposition is an essential and truly awe-inspiring ability."

~Bryant McGill



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References

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Thank
You

Kara Benedict, MHA, BSN, RN

Associate Vice President
Governance Risk & Compliance

Phone: (850) 430-1184

kara.benedict@choosecovenant.org

Adam Reed

Vice President
Operations

Phone: (850) 433-2155

adam.reed@choosecovenant.org