



# Key skills for success

Value Analysis Course

**vizient**<sup>TM</sup>

# Learning objectives

**By the end of this lesson, we will be able to:**

- Recognize how to avoid common pitfalls in managing day-to-day value analysis operations
- Differentiate proven methods for building stakeholder engagement and credibility leading your value analysis process to achieve organizational success



# Topics covered

- Moving the needle
- Transformational Leadership
- Emotional Intelligence





## Moving the needle

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# Subdural Evacuating Port System (SEPS) Kit for Bedside Subdural Hematoma Evacuation and Drainage

## Situation

- NPR submitted by Dr. Copperman
- Looking at cost effectiveness of current Cranial Access Kit versus SEPS kit
- Consideration of Dr. Cooperman recommendation of procedure change at Bedside instead of OR

## Opportunity

- Perform components and cost comparison of current Cranial Access Kit versus SEPS kit
- Research the impact of this procedure change on current contracts and compliance levels
- Research DRG codes for this procedure

## Action

- Complete cost comparison of Cranial Kit and SEPS Kit
- Conduct cursory product evaluation
- Research evidence based practice on the use of SEPS kit versus Cranial Access Kit

## Result

- Financial analysis in-complete
- Further evaluation of annual procedures in OR needed
- Additional feedback from other Neurosurgeons is needed

➔ What's wrong here? ←

# Subdural Evacuating Port System (SEPS) Kit for Bedside Subdural Hematoma Evacuation and Drainage

## What really happened:

- Need to observe current practice in OR for Subdural Hematoma Evacuation and drainage
- More input needed by other Neuro-surgeons
- DRG reimbursement for different procedures needed to be researched in greater detail

## What we did next:

- Completed OR observations of evacuation of Subdural hematoma with burr holes
- Obtained other Neuro-surgeon input

## What we found out:

- Realized that reimbursement was higher with CPT Code 61154 for DRG 025
- Developed criteria for when CPT code 61105/61108 for DRG 066 would be performed
- Residents were not documenting the procedure

# Moving the needle

## Discussion:

- Value analysis initiatives in your organization
- What worked?
- What didn't work?
- Why?



# Pop quiz

## True or false

- I must be able to demonstrate subject matter expertise in order to gain credibility with clinical staff
- Clinical staff are capable of making good product selection decisions, I only need to negotiate the pricing for the products they've selected
- Clinical staff do not want to be engaged in a process, they only want you to buy the products they want



# Pop quiz

## True or false

- I must be able to demonstrate subject matter expertise in order to gain credibility with clinical staff
- Clinical staff are capable of making good product selection decisions, I only need to negotiate the pricing for the products they've selected
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# Value analysis process expertise

## True or false – Why?

- I must be able to demonstrate **subject matter expertise** in order to gain credibility with clinical staff
- Clinical staff are capable of making good product selection decisions, **I only need to negotiate the pricing** for the products they've selected
- **Clinical staff** do not want to be engaged in a process, they **only want you to buy the products they want**



# Steps towards building credibility

Three phases you will go through as teams begin to:

- Recognize who you are – **Process leader**
- Realize that you bring something – **Process expertise**
- Respect that your methods are sound and proven – **Track record of success**



# Once you've established yourself as a trusted leader of the team

Clinicians will appreciate your process expertise as it will demonstrate to them that your processes, **like theirs**, are logical, solutions oriented and result in **outcomes that are defensible**.

Physicians, nurses, technologists even maintenance staff can be the product experts. You, **as the process expert**, must draw on their knowledge in order to bring clinical credibility to the decisions made.

- If they understand the process, they will be more likely to defend it
- The team can **meaningfully** debate the merits of a product in a data centered environment and contribute specific reasons why certain products are better than others



# How are we going to get there? Transformational Leadership



# Transformational Leadership: How does this leadership style establish you as a trusted leader?



- Transformational leadership is a style of leadership that identifies the needed change, creates a vision, and executes the change
- Transformational leaders provide their team members inspiration, intellectual stimulation, and alter the environment
- Transformational leaders inspire people to follow them and demonstrate thoughtfulness, commitment, courage, vision, innovation, resilience, and change management skills

(Bass, 1990)

# Emotional Intelligence (E.I.)



# Emotional Intelligence

- Emotional Intelligence is defined as a competency of managing yourself and your relationships with others, making teams work effectively, leading others, and forecasting the future (Goleman, 2013)
- Emotional Intelligence competencies can be learned
- More and more businesses are investing in Emotional Intelligence training programs
- Project managers with higher Emotional Intelligence tend to use open communication and proactive leadership styles that can bring positive outcomes to the organization (Hadizae, Raminmehr, & Hosseini, 2009)

Sources: Merriam-Webster, Google and Dictionary.com



# Emotional Intelligence



## Emotional Intelligence Domains and Competencies

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

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Sources: Harvard Business School Publishing Corporation, Goleman & Boyatzis (2017). Emotional Intelligence has 12 elements. Which do you need to work on?

# Whiteboard activity

## Break out into groups



# Activity: Emotional Intelligence (EI)

Below are three examples of situations from our SEPS Kit case study in which you would need to utilize your emotional Intelligence skills. Discuss situations with your table and determine which EI domain and competency you would utilize?

Group 1: How would you tell Dr. Copperman that the correct coding for the bedside sudural hematoma evacuation and drainage procedure is being incorrectly coded by the Residents?

Group 2: How would you tell Dr. Copperman that the new SEPS kit he is requesting is more expensive than the current kit used and that the new SEPS kit does not deliver better patient care outcomes than the current kit?

Group 3: How would you obtain additional feedback from other neurosurgeons regarding the subdural evacuating port system (SEPS) Kit?

# Debrief: Emotional Intelligence

How did you plan to manage these conversations using EI?

- Correct coding for the bedside subdural hematoma evacuation and drainage procedure is being incorrectly coded by the Residents
  - Which IE domain did you use?
  - Which competency?
- The new SEPS kit he is requesting is more expensive than the current kit used and that the new SEPS kit does not deliver better patient care outcomes than the current kit
  - Which IE domain did you use?
  - Which competency?
- Additional feedback from other neurosurgeons regarding the subdural evacuating port system (SEPS) Kit
  - Which IE domain did you use?
  - Which competency?

# References

- Bass, B.M. (1990) *Bass and Stodgill's handbook of leadership: Theory research and managerial applications* (3<sup>rd</sup> ed.). New York, N.Y. :Free Press.
- Goleman, Daniel ( 2006). *Emotional intelligence*. (10<sup>th</sup> ed.) New York, N. Y. : Bantam Dell.
- Goleman, D. and Boyatzis, R. (2017). Emotional Intelligence has 12 elements. Which do you need to work on? *Harvard Business Review* , February, p. 2-5.
- Goleman, Daniel (2000). Leadership that gets results, *Harvard Business Review*, March/April, p.4-16.
- Medcalf, J. & Gilbert, J. (2017). *Transformational Leadership*. Middleton, Delaware: t2bc.com

# Questions

