Narcissists, Drama Queens, & Psychopaths

Anyone Can Adopt New IT Initiatives

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Centricity™ healthcare user group

OBJECTIVES

- Discuss barriers for adopting new IT initiatives, and the extra costs certain personalities bring when they rear their ugly heads.
- Provide steps to prepare for adoption that make success more likely.
- Discuss examples of how to eliminate barriers to IT adoption.
- Learn several actionable tips to easily apply in your own practice when rolling out new IT initiatives.

WHY DO IT PROJECTS FAIL?

- The failure of major projects to come to fruition and deliver the expected results is a recognized problem.
- You've probably lived it.
- Blame is often shared between staff, management, vendors, physicians, governmental expectation, competing priorities, and so forth.

"Don't confuse sales with delivery."

Implementation of change is your responsibility.

WHY DO IT PROJECTS FAIL?

According to the website physicianpractice.com, failure of major health IT projects fit these categories:

1.) Poor planning & unclear/changing goals & objectives

2.) Inappropriate skills

3.) Lack of executive support or user involvement

4.) Failure to act as a team

DRAMAAA

BARRIERS TO IT ADOPTION

- Change is hard
- Failure to plan the change beyond the “we need to change” statement
- Even though it is technologic solution, people are almost always involved
- Mistrust of the new processes or new software

IS CHANGE HARD?

Most would say yes. But is it?

IS CHANGE HARD? OR, IS CHANGE HARD WORK?

- IT adoption takes clear understanding, forethought, trial, practice and consistency.
- Studies indicate that the success rate of major corporate changes varies widely, from as low as 25% or a high of 75%.
- The definition of success varies. A home run versus a grand slam.

DON'T ASSUME THAT CHANGES ARE HARD OR THAT FAILURE IS LIKELY.

CHANGE MANAGEMENT – A SOFT SCIENCE?

According to Harvard Business Review (July 31, 2017)

- Change Management will follow the path of marketing – moving from a soft science to a hard science where predictive analytics are used on shoppers today.

- When Change Management works it is due to the work of "skilled, experienced professionals who know how to work together ….to help a business reach its change goals."

PEOPLE WILL CHANGE FOR DIFFERENT REASONS

- Understand that even people without psychologic disorders have personality types.
- Need to appeal to multiple personalities during the roll out of the changes.
- The challenge is meeting the needs of many personalities at once. Typical personality assessments divide the average population in to four categories: Controlling, Supporting, Promoting & Analyzing.

DEALING WITH DIFFERENT TYPES

SUPPORTING

- Listen and demonstrate listening to their feelings.
- Approach disagreement slowly & avoid disagreement in meetings.
- They value their relationships. To them, your project means something you will achieve together.

PROMOTING

- Understand they like to talk…a lot. They need to share their ideas.
- They like excitement, make the presentation fun or acknowledge that it just stinks, “but, hey, I’m glad I get to work with you.”
- Stay away from details (where possible) & stick to the big picture.

DEALING WITH DIFFERENT TYPES

CONTROLLING

- Get to the point – quickly.
- Give them choices – where possible.
- Be decisive when choices are not possible.

ANALYZING

- Be organized and logical. Give them time to get used to new ideas.
- Minimize risk – where possible.
- Ask for help in getting the facts gathered before starting projects.

CHANGE

"When you step into a turnaround situation, you can safely assume four things:

Morale is low

Fear is high

The good people are halfway out the door

The slackers are hiding,"

Nina Diesea, Chairwoman of

McCann Erickson Worldwide

NARCISSISTS, DRAMA QUEENS, & PSYCHOPATHS

iMessage
Today 3:13 PM

I ❤️ ME

Delivered

I ❤️ ME

IDENTIFYING THE NARCISSIST

- Frequently exaggerate or distort the truth.
- Project false images about themselves.
- They like going rogue and violating rules.
- Sometimes are the office bully (but not always).

IDENTIFYING THE NARCISSIST

THE DRAMA QUEEN (KING)

- Thrive on attention.
- Every change you make is turned into something about THEM.
  - The world is often ending and everything is a disaster.
- You will often find them in the parking lot, the breakroom or at someone else's desk recounting how they have (yet again) saved the day.
  - They love gossip and the sound of their own voices.
- They are always comparing themselves to others.

THE DRAMA QUEEN (KING)

confirmation.

IDENTIFYING THE PYSCHOPATH

- Psychopath's manipulate, deflect and deceive.
- They can be very charming, are very good actors. They know how to fake emotions, tears, and sincere facial expressions.
- They see themselves as the center of the universe.
- If they are caught in a lie, they will just tell another lie or suggest that it was a misunderstanding. Their power comes from discrediting you.
- They lack empathy & never feel remorse for doing something wrong.

IDENTIFYING THE PSYCHOPATH

GS

dit

TIPS FOR ADOPTING TECH SOLUTIONS

MAKE SURE THAT YOU TAME YOUR OWN PATHOLOGIES

- Recognize that there is a healthy narcissist in most of us that provides us with our self esteem. But keep your own narcissistic tendencies in check. IT solutions must be shared successes. Your team will appreciate shared enthusiasm and shared credit.

- Tone down your own need for gossip. As a leader you may actually need to know what's going on in the lives of your staff or how well your tech teams work together, but take note of whether you are stirring drama. Challenge others to keep you in check if certain people tend to bring that out in you.

TIPS FOR ADOPTING TECH SOLUTIONS

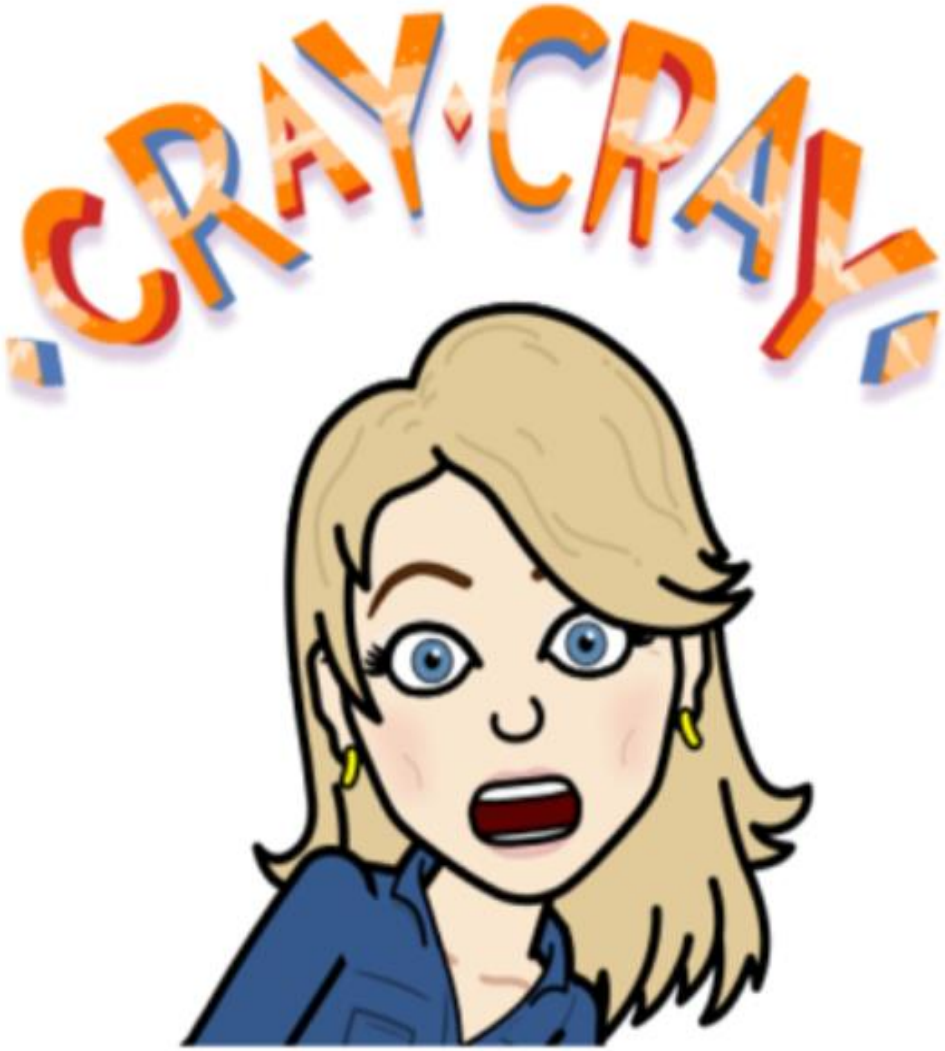
MAKE SURE THAT YOU TAME YOUR OWN PATHOLOGIES

- According to the book “The Psychopath Next Door,” 1 in 25 people is a psychopath. If you might be a tad high on the scale, understand that your need to win can’t happen without cooperation and work from other people.
- Take on a little more work than you might otherwise delegate so others can see your investment.
- You can take credit for their work later.

"There are two kinds of people, those who do the work and those who take the credit. Try to be in the first group; there is less competition there."

-Indira Gandhi

EXAMPLE - PRECERT

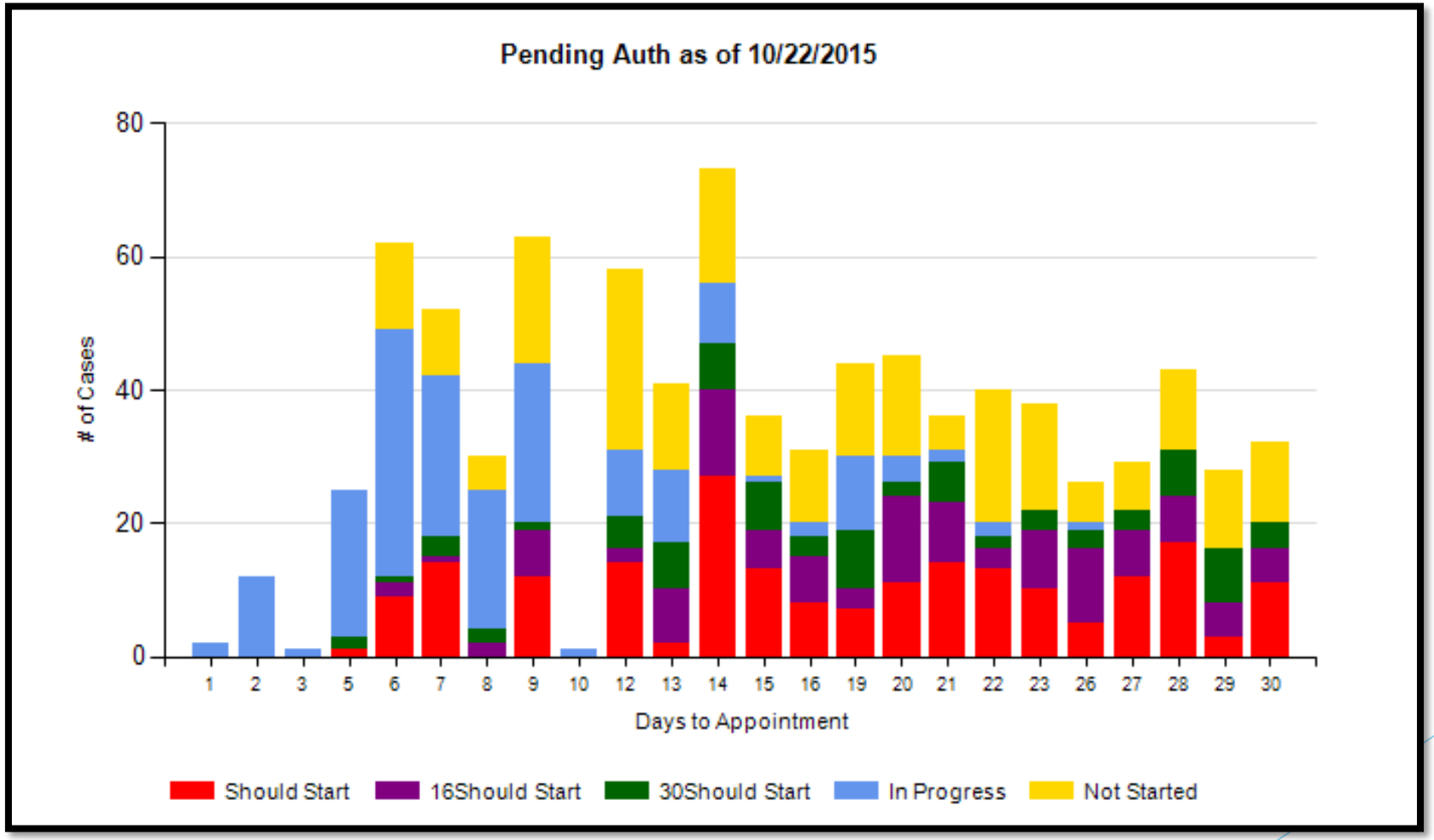


EXAMPLE

CASES NEEDING AUTHORIZATION

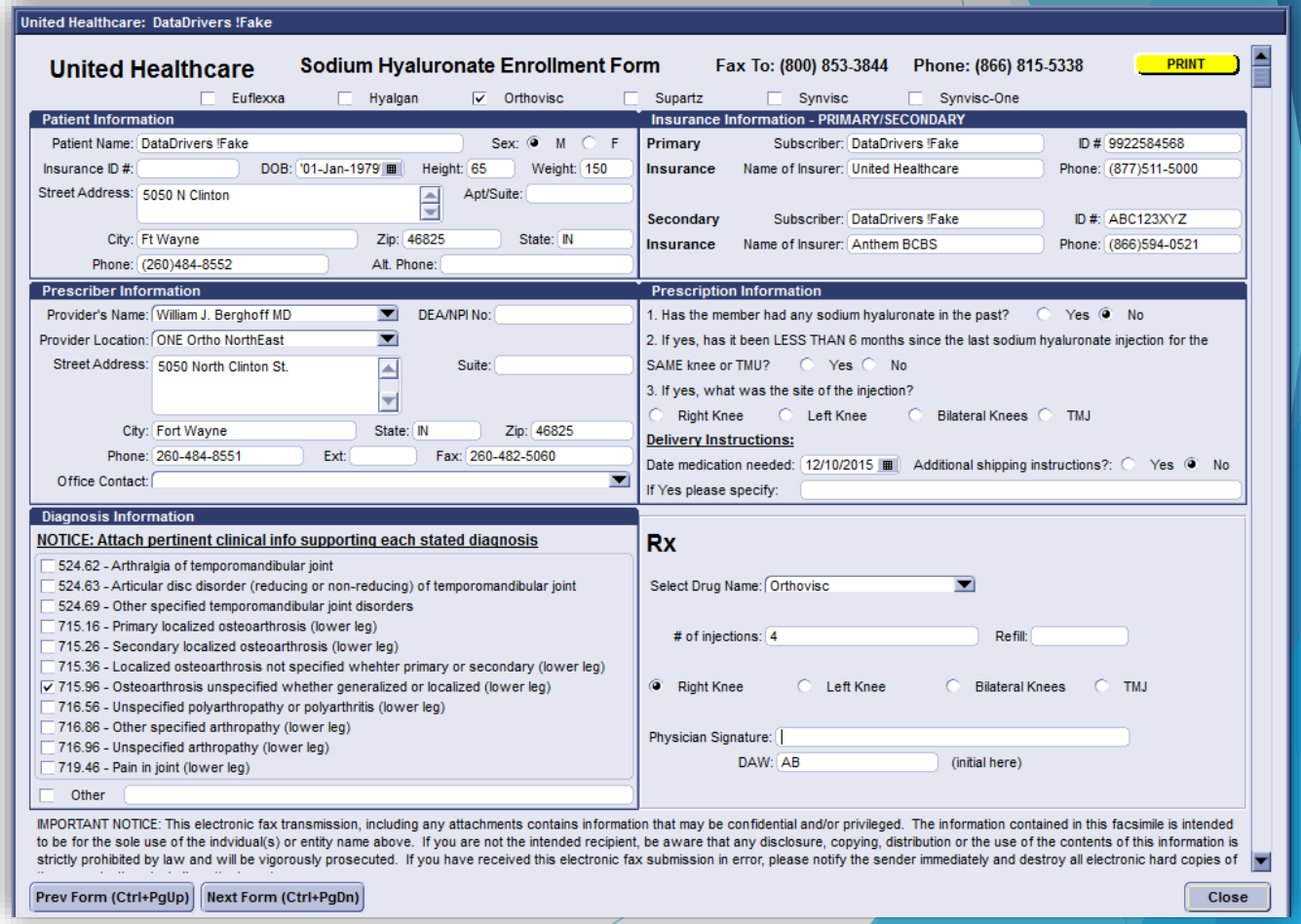
Acct Num	Facility	Provider	Appt Start	Status	Weekdays	Primary Insurance
10673446	ONE Southwest Medical Office	Starry NP, Barb	12/18/2013 8:00	To Work	2	No Primary Insurance
10652128	ONE Clinton Street Medical Office	McGee MD, Alan W	12/18/2013 8:30	To Work	2	Charity Care Other 16047 CCARE
[redacted]	ONE Southwest Medical Office	Starry NP, Barb	12/18/2013 9:30	To Work	2	No Primary Insurance
	ONE Clinton Street Medical Office	Jenkinson MD, Eric J	12/18/2013 10:15	To Work	2	Hoosier HW MHS 9126 MCD
	ONE Clinton Street Medical Office	Jenkinson MD, Eric J	12/18/2013 13:15	To Work	2	Medicare ChoiceCare Humana HMO 14049
	ONE Clinton Street Medical Office	Jenkinson MD, Eric J	12/18/2013 13:45	To Work	2	Medicare 4854 MCR
	ONE North Medical Office	Knisely PA, Jason P HN	12/18/2013 14:15	To Work	2	Allied Natl Co 12985 COMM
	ONE Clinton Street Medical Office	Jenkinson MD, Eric J	12/18/2013 14:15	To Work	2	Hoosier HW MDWise Total Health 15897 MCD
	ONE North Medical Office	McManus DPM, Michael C	12/18/2013 14:30	To Work	2	Signature Care Parkview Health Plan 1094 SC
	ONE Warsaw Medical Office	Karl MD, Jon A	12/18/2013 14:30	To Work	2	Medicare 4854 MCR
	ONE Southwest Medical Office	Posner MD, Rebecca A	12/18/2013 14:45	To Work	2	No Primary Insurance
	ONE Clinton Street Medical Office	Goertzen MD, David A	12/19/2013 8:30	To Work	3	Ant 834 15387 ANTHEM
	ONE Southwest Medical Office	Toth NP, Linda M	12/19/2013 8:45	To Work	3	Hoosier HW Traditional 4856 MCD
	ONE North Medical Office	Karr MD, Scott D	12/19/2013 8:45	To Work	3	NHC/MRS PP 16350
	ONE Clinton Street Medical Office	Goertzen MD, David A	12/19/2013 9:00	To Work	3	Hoosier HW Care Select 4900 MCD

EXAMPLE


Pending Auth as of 10/22/2015
80
60
40
20
0
# of Cases
1
2
3
5
6
7
8
9
10
12
13
14
15
16
19
20
21
22
23
26
27
28
29
30
Days to Appointment
Should Start
16Should Start
30Should Start
In Progress
Not Started

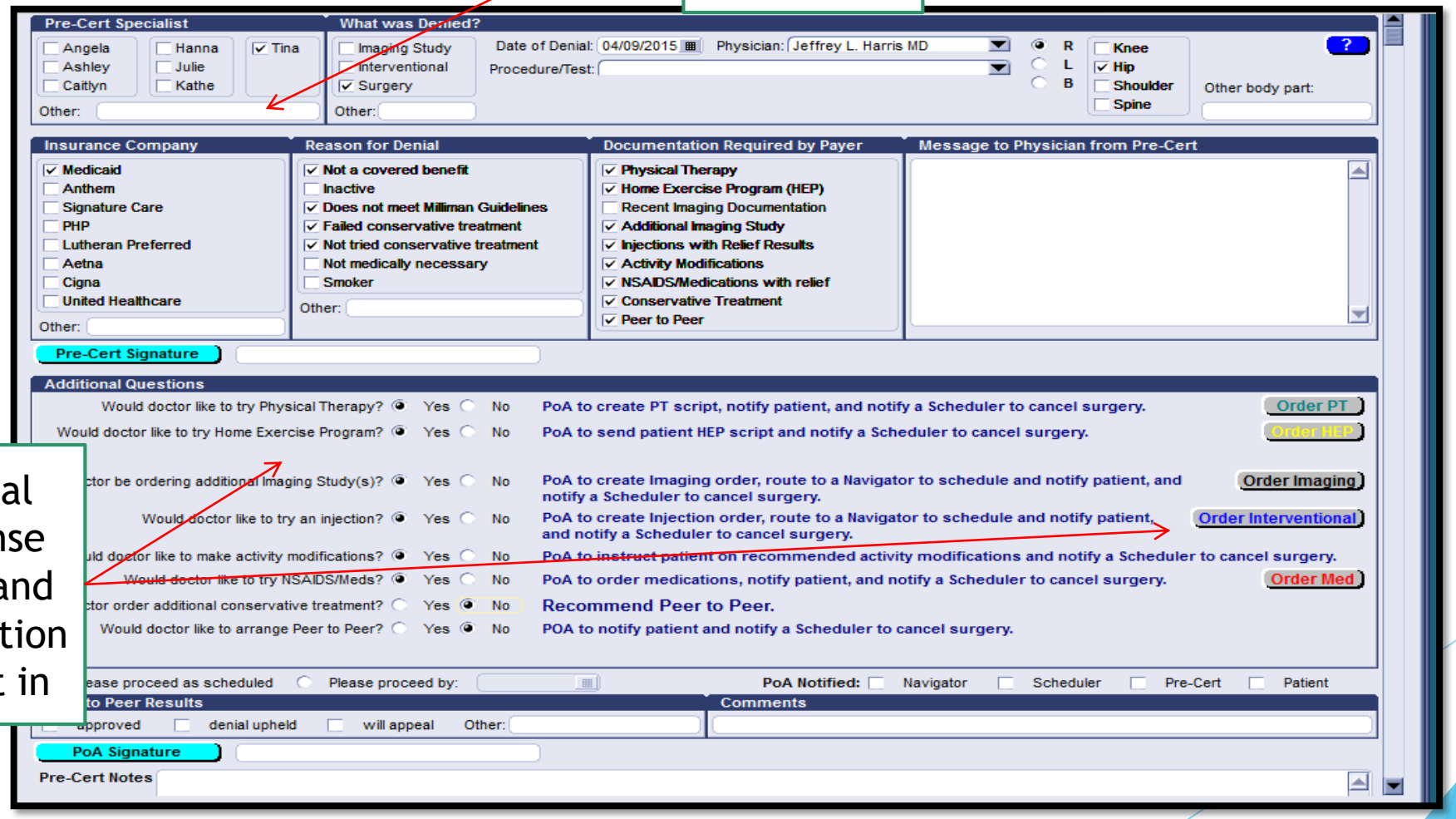
EXAMPLE

Pre-Cert: DataDrivers !Fake
Advantage Authorization Request Form
Anthem Lumbar Spinal Fusion Precert
Anthem - Medicare Advantage General Precertification
BioMet Nano Shoulder Authorization Request Form
Blue Cross Blue Shield Acute Inpatient Fax Assessment Form
Carticel Care
Care Improvement Plus Medicare Authorization Request Form
Certificate of Medical Necessity
Health Net Federal Services Tricare Service Request Form
HUMANA Medical Precert Visco
Indiana Health Coverage Programs Prior Authorization Request Form
Managed Care Concepts
Medtronic Neurological Division Prior Authorization
MHS Ambetter Prior Authorization Fax Form
MHS Indiana Medication Prior Authorization Request Form
Parkview Health Plan (PACT)
PHP - Authorization Request Form
Precertification Denial
Provider Intake Form
Sodium Hyaluronate Enrollment Form (United Healthcare)
St. Jude Medical Case Information Form
System Update Request Form
Three Rivers Medical Management Pre-cert Request
TRIAD Healthcare
Prev Form (Ctrl+PgUp)
Next Form (Ctrl+PgDn)
Close


United Healthcare: DataDrivers !Fake
United Healthcare
Sodium Hyaluronate Enrollment Form
Fax To: (800) 853-3844
Phone: (866) 815-5338
PRINT
Euflexxa
Hyalgan
Orthovisc
Supartz
Synvisc
Synvisc-One
Patient Information
Patient Name: DataDrivers !Fake
Sex: M F
Insurance ID #:
DOB: '01-Jan-1979
Height: 65
Weight: 150
Street Address: 5050 N Clinton
Apt/Suite:
City: Ft Wayne
Zip: 46825
State: IN
Phone: (260)484-8552
Alt. Phone:
Insurance Information - PRIMARY/SECONDARY
Primary Insurance
Subscriber: DataDrivers !Fake
ID #: 9922584568
Name of Insurer: United Healthcare
Phone: (877)511-5000
Secondary Insurance
Subscriber: DataDrivers !Fake
ID #: ABC123XYZ
Name of Insurer: Anthem BCBS
Phone: (866)594-0521
Prescriber Information
Provider's Name: William J. Berghoff MD
DEA/NPI No:
Provider Location: ONE Ortho NorthEast
Street Address: 5050 North Clinton St.
Suite:
City: Fort Wayne
State: IN
Zip: 46825
Phone: 260-484-8551
Ext:
Fax: 260-482-5060
Office Contact:
Prescription Information
1. Has the member had any sodium hyaluronate in the past? Yes No
2. If yes, has it been LESS THAN 6 months since the last sodium hyaluronate injection for the SAME knee or TMU? Yes No
3. If yes, what was the site of the injection?
Right Knee Left Knee Bilateral Knees TMJ
Delivery Instructions:
Date medication needed: 12/10/2015
Additional shipping instructions?: Yes No
If Yes please specify:
Diagnosis Information
NOTICE: Attach pertinent clinical info supporting each stated diagnosis
524.62 - Arthralgia of temporomandibular joint
524.63 - Articular disc disorder (reducing or non-reducing) of temporomandibular joint
524.69 - Other specified temporomandibular joint disorders
715.16 - Primary localized osteoarthrosis (lower leg)
715.26 - Secondary localized osteoarthrosis (lower leg)
715.36 - Localized osteoarthrosis not specified whehter primary or secondary (lower leg)
715.96 - Osteoarthrosis unspecified whether generalized or localized (lower leg)
716.56 - Unspecified polyarthropathy or polyarthritis (lower leg)
716.86 - Other specified arthropathy (lower leg)
716.96 - Unspecified arthropathy (lower leg)
719.46 - Pain in joint (lower leg)
Other
Rx
Select Drug Name: Orthovisc
# of injections: 4
Refill:
Right Knee Left Knee Bilateral Knees TMJ
Physician Signature:
DAW: AB
(initial here)
IMPORTANT NOTICE: This electronic fax transmission, including any attachments contains information that may be confidential and/or privileged. The information contained in this facsimile is intended to be for the sole use of the indvidual(s) or entity name above. If you are not the intended recipient, be aware that any disclosure, copying, distribution or the use of the contents of this information is strictly prohibited by law and will be vigorously prosecuted. If you have received this electronic fax submission in error, please notify the sender immediately and destroy all electronic hard copies of
Prev Form (Ctrl+PgUp)
Next Form (Ctrl+PgDn)
Close

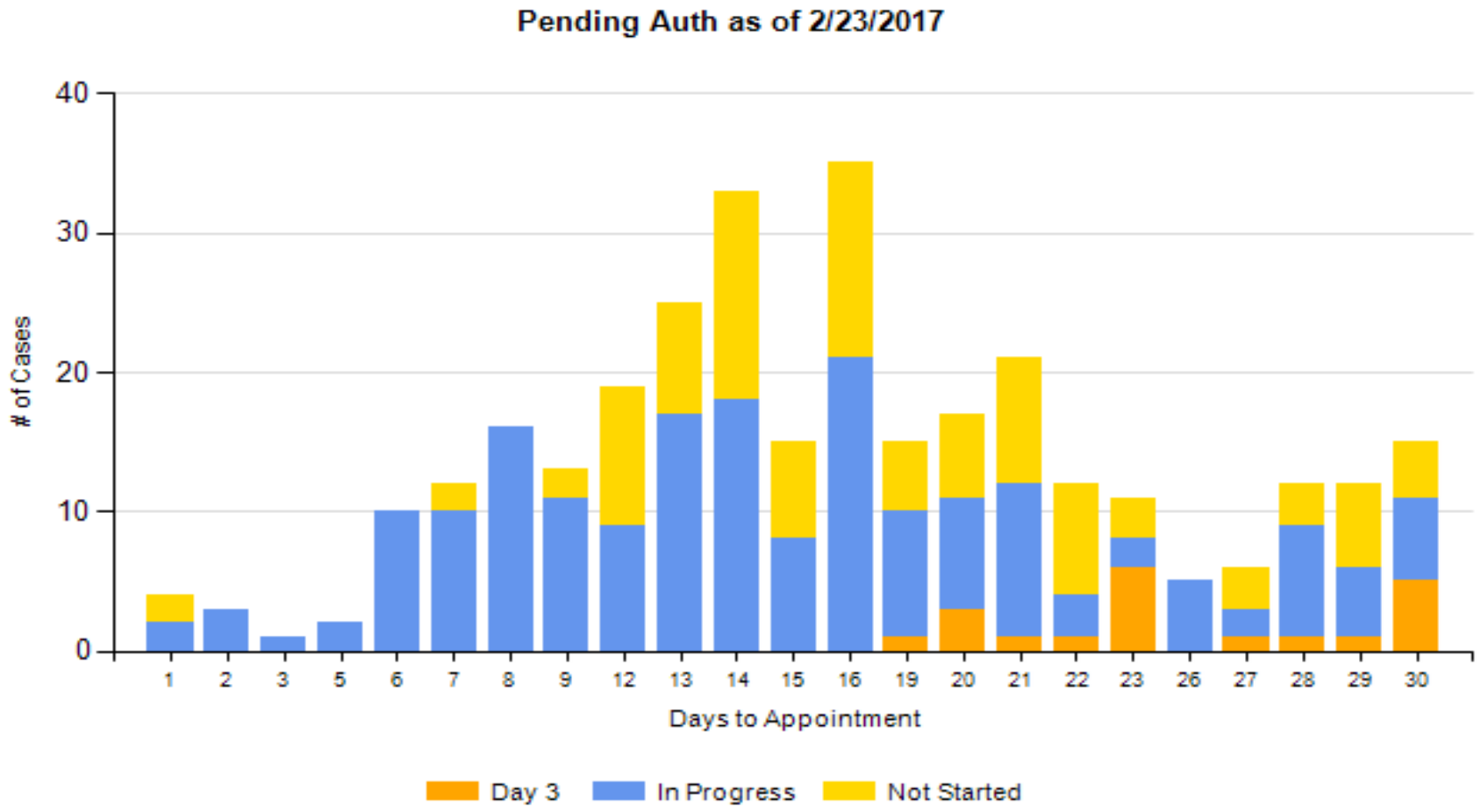
EXAMPLE

Pre-cert begins encounter form



Clinical response fields and next action is built in

EXAMPLE


Pending Auth as of 2/23/2017
40
30
20
10
0
# of Cases
1
2
3
5
6
7
8
9
12
13
14
15
16
19
20
21
22
23
26
27
28
29
30
Days to Appointment
Day 3
In Progress
Not Started

Eligibility Exception

	A	B	C	D	E	F	G
1	OwnerId	PName	ApptStart	InsuranceCarrier	Facility	EligibilityVerified	
5	10651063		3/30/15 2:15 PM	Medicaid Hoosier HW MDWise Total Health	ONE Clinton Street Medical Office	Not Verified	
11	819503		3/30/15 10:45 AM	Medicare WPS MCR	ONE Clinton Street Medical Office	Not Verified	
17	10633730		3/30/15 3:45 PM	Anthem BCBS	ONE North Medical Office	Not Verified	
20	10668166		3/30/15 1:30 PM	HIP MHS	ONE North Medical Office	Not Verified	
23	10385930		3/30/15 5:00 PM	MHS Ambetter Exchange	ONE North Medical Office	Not Verified	
26	780669		3/30/15 12:45 PM	MHS Ambetter Exchange	ONE North Medical Office	Not Verified	
30	10673151		3/30/15 12:45 PM	MHS Ambetter Exchange	ONE North Medical Office	Not Verified	
34	10646714		3/30/15 12:45 PM	Cigna Great West Life and Annuity Ins Co	ONE North Medical Office	Not Verified	
37	10673151		3/30/15 3:00 PM	MHS Ambetter Exchange	ONE Southwest Medical Office	Not Verified	
39	9920790		3/30/15 9:15 AM	Medicare WPS MCR	ONE Southwest Medical Office	Not Verified	
42	683620		3/30/15 3:15 PM	Medicare WPS MCR	ONE Southwest Medical Office	Pending Verification	
46	800315		3/30/15 9:30 AM	Medicare Humana	ONE Southwest Medical Office	Pending Verification	
59	681423		3/30/15 11:30 AM	Medicare WPS MCR	ONE Southwest Medical Office	Pending Verification	
61	732337		3/30/15 10:20 AM	Medicare WPS MCR	ONE Therapy ONE Clinton	Not Verified	
64	749951		3/30/15 1:00 PM	Anthem BCBS	ONE Therapy ONE Clinton	Not Verified	
79	9502300		3/30/15 4:20 PM	Cigna Healthcare	ONE Therapy ONE Clinton	Not Verified	
80	828728		3/30/15 3:40 PM	Medicare WPS MCR	ONE Therapy ONE North	Pending Verification	
81	10689551		3/30/15 10:20 AM	Anthem BCBS	ONE Therapy ONE North	Pending Verification	
82	10680744		3/30/15 11:00 AM	Health Net Federal Svcs TRC	ONE Therapy ONE North	Pending Verification	
83	10692552		3/30/15 1:00 PM	Aetna	ONE Therapy ONE North	Pending Verification	
84	10436800		3/30/15 3:40 PM	Anthem BCBS	ONE Therapy ONE North	Pending Verification	
122	10689430		3/30/15 8:30 AM	Medicare WPS MCR	ONE Warsaw Medical Office	Not Verified	
124	691981		3/30/15 10:15 AM	Medicare Anthem BCBS MCR	ONE Warsaw Medical Office	Not Verified	
126	9554310		3/30/15 8:45 AM	Anthem BCBS	ONE Warsaw Medical Office	Pending Verification	
127	10652977		3/30/15 10:15 AM	Medicare Humana	ONE Warsaw Medical Office	Pending Verification	
130	10425760		3/30/15 1:30 PM	Medicaid Hoosier HW MHS	ONE Warsaw Medical Office	Pending Verification	
141							

Managing Denials

	A	E	F	G	H	I	J
1	ONE ZERO PAYS IN THE PAST 13 MONTHS w/INS BALANCE						
2							
3	Tickler	Insurance Group	Insurance	Procedure Code	Total Charged	Date Of Entry	Payment Type
5	59	Anthem/BCBS 1103	Anthem BCBS	99204	$309	4/27/2015	Documentation
20	59	Anthem/BCBS 1103	Anthem BCBS	28715	$4,116	4/27/2015	CC Internal - Code/Dx Change
21	59	Anthem/BCBS 1103	Anthem BCBS	27698	$1,918	4/27/2015	Appeal First Level Sent
22	59	Anthem/BCBS 1103	Anthem BCBS	27603	$1,681	4/27/2015	CC Internal - Code/Dx Change
23	59	Anthem/BCBS 1103	Anthem BCBS	00400	$774	4/27/2015	CC Internal - Code/Dx Change
26	59	Anthem/BCBS 1103	Anthem BCBS	00400	$774	4/27/2015	CC Internal - Code/Dx Change
29	59	Anthem/BCBS 1103	Anthem BCBS	64633	$1,408	4/27/2015	Appeal First Level Sent
31	59	Anthem/BCBS 1103	Anthem BCBS	64633	$1,408	4/27/2015	Appeal First Level Sent
44	59	Anthem/BCBS 1103	Anthem BCBS	99203	$254	4/27/2015	CC Internal - Modifier
76	56	Anthem/BCBS 1103	Anthem BCBS	22551	$6,658	4/24/2015	Appeal First Level Sent
77	56	Anthem/BCBS 1103	Anthem BCBS	22633	$10,595	4/24/2015	Appeal First Level Sent
78	56	Anthem/BCBS 1103	Anthem BCBS	27447	$8,955	4/24/2015	Appeal First Level Sent
79	56	Anthem/BCBS 1103	Anthem BCBS	27447	$9,224	4/24/2015	Appeal First Level Sent
80	56	Anthem/BCBS 1103	Anthem BCBS	27447	$9,224	4/24/2015	Appeal First Level Sent
81	56	Anthem/BCBS 1103	Anthem BCBS	27447	$8,955	4/24/2015	Appeal First Level Sent

TIPS FOR ADOPTING TECH SOLUTIONS

Perfection is the enemy of progress.

KEYS TO SUCCESS

- Make certain your data is YOUR data! Nothing will cause more frustration than paying to get your own data in the form you need it, when you need it.
- Data Governance. Nothing removes drama and personality issues from IT projects faster than well defined responsibility for the quality and workflow for each piece of important data entry in your organization.
- Make reporting as easy (and automated) as possible. You can't manage everything IT can give you if you have to spend your entire day running reports.
- Use the tools you already have before buying more.

TIPS FOR ADOPTING TECH SOLUTIONS

- Utilize change management protocols – and be disciplined enough to stick with it, even if it isn't "by the book."
- Set realistic short term goals.
- Be open to change. Changes to your plan may have a better final result than you initially imagined.
- Understand that when it comes to IT projects you will never be done!

TIPS FOR ADOPTING TECH SOLUTIONS

- Technology may seem impersonal, but nearly everyone will feel that technology changes at work are very personal.
- Talk to the users and those that receive downstream work product.
- Tailor your messages to the end users; narcissists, drama queens, & psychopaths included.

QUESTIONS?

CONTACT ME

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