

In our work with hundreds of care organizations across the country, we have learned that to ensure long-term sustainability, organizations *must not be revenue dependent upon Medicaid.*

Maun-Lemke's proven **A.R.M.S. Length Revenue Enhancement System** can help you establish a revenue-focused business model that will provide **long-term stability** and **increased productivity**. Move away from the overhanging cloud of cost-cutting uncertainty and morale-killing budget cuts and instead, enable growth and opportunity for your staff, your facility, and most importantly, **your customers**.

Our program is chock-full of time-tested, client-proven techniques for growing

revenue, even in difficult markets and challenging economic conditions. It can be implemented cost-effectively through our stepby-step process and web-based computer consulting support. It centers around establishing a revenue-growing cycle of continuous improvement, each feeding the next level of 4 key component areas:

- Admissions
- Rightness
- Marketing
- Sales



For information on the **A.R.M.S. Length System** and how your organization can achieve your full revenue potential, call us at (800) 356-2233.

The Leading Edge

Attributes of a Health Literate Organization

Healthcare researchers focused on healthcare quality and equality have defined a **health literate organization** as an organization that easily enables people to navigate, understand, and use information and services to take care of their health. Of course, addressing health literacy is critical for organizations that strive to achieve healthcare quality.

In a discussion paper published by the Institute of Medicine, researchers identified 10 attributes that can serve as guidelines for healthcare organizations seeking to become health literate. Researchers note that there is no one correct path or order for organizations to incorporate these attributes into their daily operations. Rather, healthcare organizations will likely choose different strategies and should test how well their strategies work and then share the results of their efforts with others.

10 Attributes of a Health Literate Organization

- 1. Has leadership that makes health literacy integral to its mission, structure, and operations
 - Develops/implements policies and standards
 - Sets goals for health literacy improvement, establishes accountability and provides incentives
 - Allocates fiscal and human resources
 - Redesigns systems and physical space
- 2. Integrates health literacy into planning, evaluation measures, patient

safety, and quality improvement

- Conducts health literacy organizational assessments
- Assesses the impact of policies and programs on individuals with limited health literacy
- Factors health literacy into all patient safety plans

3. Prepares the workforce to be health literate and monitors progress

- Hires diverse staff with expertise in health literacy
- Sets goals for training of staff at all levels
- 4. Includes populations served in the design, implementation, and evaluation of health information and services
 - Includes individuals who are adult learners or have limited health literacy
 - Obtains feedback on health information and services from individuals who use them
- 5. Meets needs of populations with a range of health literacy skills while avoiding stigmatization
 - Adopts health literacy universal precautions, such as offering everyone help with health literacy tasks
 - Allocates resources proportionate to the concentration of individuals with limited health literacy

6. Uses health literacy strategies in interpersonal communications and confirms understanding at all points of contact

- Confirms understanding (e.g., using the Teach-Back, Show-Me, or Chunkand-Check methods)
- Secures language assistance for speakers of languages other than English
- Limits to two to three messages at a time

7. Provides easy access to health information and services and navigation assistance

- Makes electronic patient portals user-centered and provides training on how to use them
- Facilitates scheduling appointments with other services
- Uses easily understood symbols in way-finding signage
- 8. Designs and distributes print, audiovisual, and social media content that is easy to understand and act on
 - Involves diverse audiences, including those with limited health literacy, in development and rigorous user testing
 - Uses a quality translation process to produce materials in languages other than English
- 9. Addresses health literacy in high-risk situations, including care transitions and communications about medicines
 - Prioritizes high-risk situations (e.g., informed consent for surgery and other invasive procedures)
 - Emphasizes high-risk topics (e.g., conditions that require extensive selfmanagement)

- 10. Communicates clearly what health plans cover and what individuals will have to pay for services
 - Provides easy-to-understand descriptions of health insurance policies
 - Communicates the out-of-pocket costs for health care services before they are delivered

"Some people dream of success, while other people get up every morning and make it happen." —Wayne Huizenga

Employees Matter

7 (Ridiculously) Simple Ways to Up Your Energy!

Healthcare professionals can probably use a little more energy, right?! After all, the demands of the job are taxing to say the least, and that's before you even factor in daily family and personal obligations. To be sure, after just a few hours of waking up, many of us may feel like going straight back to bed. Fortunately, there are proven and effective ways to help you feel more energized and alert throughout your long and demanding days.

Here are 7 tips to help you stay strong all day long (and yes, they may seem ridiculously simple, but they work!):

- 1. **Stretch your arms out.** It gets circulation going, which can help you feel more alert. Raise your arms over your head and reach as far as you can.
- 2. **Make water your energy drink.** Those who are even mildly dehydrated report noticeable dips in mood and concentration.
- 3. Open your blinds and look outside as soon as you wake up. Morning light helps set your body's internal clock and regulate hormones. Look out the window when you wake up and try having your breakfast or coffee by a sunny window—it will perk you up!
- 4. **Connect with a friend.** A quick chat or laugh with a friend can immediately raise your energy levels. On the flip side, do your best to avoid those who are negative and bring you down.
- 5. **Exhale.** When you take a deep breath and exhale, oxygen is delivered to your bloodstream, which can help decrease stress and make you feel better in general. Try taking in a few deep breaths and focus on exhaling for as long as you inhaled (4-8 seconds is ideal).
- 6. **Have a low-fat latte.** Caffeine has been proven to increase alertness, and when you order a latte, not only are you getting a hit of caffeine, but with all

the milk, you also get a great dose of sustaining protein. Try not to have caffeine after 3 p.m. though, as it can interfere with sleep.

7. **Look at or wear something red.** According to University of Rochester research, looking at this color makes your muscles move faster and work harder, giving you a burst of energy.

"Don't watch the clock; do what it does. Keep going." —Sam Levenson

News You Can Use

HHS Pushes Back on Medicare Appeals Backlog Deadline

Health and Human Services (HHS) officials say they don't have the money or resources to wipe out their pending Medicare billing appeals by a court-imposed 2021 deadline. In a report to a U.S. District Court in the District of Columbia, HHS said it hasn't been able to effectively reduce its Medicare billing appeals backlog, and it has even more pending appeals than previously anticipated.

The court last year ordered the federal agency to fully clear all pending Medicare appeals from hospitals by Jan. 1, 2021, resolving a long-standing dispute with the American Hospital Association.

HHS said there are currently 667,326 pending appeals, and it projects the number of pending appeals will rise 3% by the end of 2017 to 687,382. That number will eventually rise 46% by the end of 2021 to just over 1 million claims.

HHS has consistently pushed back against the 2021 deadline, telling the court shortly after its ruling that the mandate wouldn't be feasible with current funding. HHS informed the court that complying with the plan is "not possible given current funding and legislative authorities." The agency claimed the Office of Medicare Hearings and Appeals is only staffed to address about 92,000 appeals claims per year.

"The more we do, the more we can do." — William Hazlitt



Word Play Jokes

• A teacher asked her students to use the word "beans" in a sentence. "My father grows beans," said one girl. "My mother cooks beans," said a boy. A third student spoke up, "We are all human beans."



