

# CONSULTING PRACTICES GROUP



Diamond provides short and long-term behavioral health consulting services to health systems, hospitals, behavioral health organizations and medical practices in the following areas:

## STRATEGIC PLANNING

Diamond provides Strategic Planning Services to single and multi-facility organizations seeking to enhance Behavioral Health Services. The process includes:

- ◆ Evaluation of current services for compatibility with mission
- ◆ Market and demographic analysis and forecasts
- ◆ Competitor analysis
- ◆ Identification of growth and positioning strategies
- ◆ Selection and implementation of strategic objectives
- ◆ Financial modeling

## OPERATIONAL ASSESSMENTS AND CONSULTATIONS

Diamond performs operational assessments for existing Behavioral Health programs to assess compliance, efficiency and financial viability. Assessments include:

- ◆ Evaluation of existing clinical programming, documentation, staffing and operations
- ◆ Evaluation of financial performance including assessment of coding, billing and collection systems
- ◆ Evaluation of provider records, documentation and compliance with various local, State and Federal regulatory requirements including the Health Insurance Portability and Accountability Act (HIPAA), The Joint Commission and state licensure

## FEASIBILITY STUDIES

Well-researched, provider-specific feasibility studies that address the entire continuum of inpatient and outpatient care, for the creation of new Behavioral Health Services, are an important component of Diamond's consulting group. Studies include:

- ◆ Definition of the potential market for Behavioral Health Services
- ◆ Estimation of the type and demand for Behavioral Health Services in the defined market
- ◆ Forecast regarding financial impact of establishing various Behavioral Health Services
- ◆ Assistance with Certificate of Need activities

## MARKET ANALYSIS AND STRATEGY

Diamond helps clients explore and determine current market position and competitive information for existing Behavioral Health Service providers. Tools include:

- ◆ Analysis of marketing approach, communication program and effectiveness
- ◆ Survey of existing and potential referral sources
- ◆ Competitor analysis
- ◆ Marketing education
- ◆ Recommendations for enhanced market approach, including collateral materials

## DOCUMENTATION AND BILLING COMPLIANCE REVIEWS AND AUDITS

Diamond performs reviews of a Behavioral Health program's revenue cycle system and documentation associated with billings. Diamond also provides assistance with the review and appeal of denials for reimbursement by third-party payors including Medicare. Compliance reviews and audits include:

- ◆ Evaluation of an organization's consistency with the requirements for a quality management and compliance system
- ◆ Definition of the standards and requirements for financial management and documentation necessary to achieve Joint Commission and/or CARF accreditation
- ◆ Definition of the requirements of HIPAA regulations as they apply to an organization's operations
- ◆ Organization and administration of mock Joint Commission surveys

## TELEPSYCHIATRY FEASIBILITY AND IMPLEMENTATION

Feasibility studies and implementation plans for the deployment of interactive video-conferencing in rural behavioral health settings are available as well as:

- ◆ Analysis of provider-specific regulatory and reimbursement opportunities
- ◆ Recommendations for video-conference equipment and bandwidth
- ◆ Assessment of community readiness to adopt telepsychiatry capabilities
- ◆ Physician and multi-disciplinary team training regarding clinical and technical use of telepsychiatry
- ◆ Integration of telepsychiatry into existing healthcare services



Diamond partners with numerous hospital and healthcare associations, providers and advocacy groups to offer education and tools to address current healthcare trends. Working together with an organization, Diamond's talented faculty is ready to assist with seminars, webinars and other methods of education.

Following is a brief sample of topics currently available as part of Diamond University's education initiatives. In addition, Diamond can develop and customize programs to specific needs.

## CLINICAL SERVICES AND COMPLIANCE

- ◆ The Joint Commission Survey Readiness
- ◆ Seclusion and Restraint Training
- ◆ Suicide Assessment and Prevention
- ◆ Fundamentals of Compliance for Healthcare Managers
- ◆ Clinical Assessments, Treatment Planning, Clinical Treatment, Documentation and Coding for Inpatient Psychiatry

## BEHAVIORAL HEALTHCARE FINANCE AND OPERATIONS

- ◆ Key Ingredients to a Successful Business Plan
- ◆ Fundamentals in Finance for Healthcare Managers
  - Responsibility Reports
  - Revenue Generation
  - Staffing
  - Expense Management
  - Determining Contribution Margin
- ◆ Opportunities for Specialty Hospital Services

- ◆ Medicare Prospective Payment System for Inpatient Psychiatry (IPF-PPS)
  - Prospective Payment Finance
  - Audit Tools for Medicare PPS
  - Regulations
- ◆ Telepsychiatry
  - Implementing Telepsychiatry in Healthcare
  - Regulatory and Reimbursement Issues in Telepsychiatry
  - Technical and Human Factors in Successful Telepsychiatry Implementation

## EMPLOYEE ASSISTANCE AND WORKPLACE SOLUTIONS

- ◆ Burnout Prevention for Healthcare Professionals
- ◆ Emotional Intelligence Leadership Competencies
- ◆ Keys to Enlightened Leadership
- ◆ Managing Change in the Workplace
- ◆ Managing Workplace Conflict

## ADDICTIONS

- ◆ Addiction in the Workplace
- ◆ Treatment of Impaired Professionals
- ◆ Pain Management: Prescription, Misuse and Recovery
- ◆ Physician Health: The Role of the Hospital
- ◆ Dual Diagnosis (Addiction and Mental Illness Comorbidity)

## HUMAN RESOURCES, STAFF AND PHYSICIAN RECRUITING

- ◆ Fundamentals of Human Resource Management for Healthcare Managers
- ◆ Successfully Managing Complex Employee Relations Events
- ◆ The Three R's of Human Capital Management: Recruitment, Retention and Rewards
- ◆ Interviewing and Candidate Assessment Skills: Behavioral Techniques Interviewing (BTI)
- ◆ Recruiting and Retaining Physician Resources

Utilizing an experienced and knowledgeable staff, Diamond assists organizations with a broad range of education initiatives. Diamond's team of experienced professionals yields a combined 250 years experience in healthcare and includes MHA's, Advance Practice RN's, Licensed Clinical Social Workers, Clinical Psychologists, MBA's, CPA's, Senior Professionals in Human Resources (SPHR's), Certified Coding Specialists, Certified Substance Abuse Counselors, and Board Certified Physicians.

# CONTRACT MANAGEMENT SERVICES



Diamond is a national leader in the provision of contractual management services to hospitals for inpatient and outpatient services. Managing specialized geriatric programs, adult, child and adolescent services, chemical dependency, residential treatment facilities, sleep disorder services, and outpatient pulmonary services, Diamond has both the resources and the experience to offer contractual relationships that are tailored to client needs and preferences. These capabilities include start-up of new services and expansion or improvements to existing programs.

## THE PROCESS

Diamond conducts a market feasibility study to determine current community need and fit with a hospital's mission. This phase includes the following steps:

- ◆ Conducting interviews with key leadership and frontline personnel
- ◆ Comprehensive market analysis
- ◆ Full financial review of current or potential services
- ◆ Program assessment for clinical appropriateness
- ◆ Staffing review
- ◆ Physical plant assessment
- ◆ Physician strategy development

From this initial analysis, Diamond develops a strategic business plan for review by the client health system or hospital. Upon approval, Diamond assists with prioritizing and implementing the approved strategies.

## KEY AREAS OF SUPPORT

**Service Design** — determining the number of beds and range of clinical services, including both inpatient and outpatient services.

**Obtaining Approvals** — working closely with the hospital to secure Certificate of Need, licensure, zoning, Medicare certification, DRG exemption and other regulatory approvals.

**Physical Plant Modifications** — advising architects and engineers regarding design or modification of facilities to meet building codes, pass safety and security requirements, and develop a clinical environment that best complements the services being offered.

**Personnel Recruitment, Selection and Education** — conducting recruitment and interviewing, hiring and orientation, and developing position descriptions for medical staff, nurses, clinical staff and support personnel and non-clinical staff for new or existing programs.

**Program Development** — developing and implementing programs for specific demographic populations such as adolescent, geriatric, adult psychiatric, chemical dependency, neuro-psychiatric and medical-psychiatric.

## ONGOING MANAGEMENT SERVICES

Diamond has more than 20 years of experience managing the operations of inpatient and outpatient Behavioral Health programs.

Once an existing clinical program has been fully evaluated and adapted, or a new program has been fully established, Diamond can provide ongoing day-to-day contract management.

This level of continued management includes:

- ◆ Physician recruitment
- ◆ Supervision of clinical programs
- ◆ Quality assessment
- ◆ Community outreach and education
- ◆ Negotiations with payors
- ◆ Liaison with regulatory agencies
- ◆ Related operational activities

Many years of strategic development experience have positioned Diamond as a leading provider of Behavioral Health Services. Diamond's reputation for quality services enables client hospitals to successfully provide quality services that are well utilized and financially strong.