

Team Building: How to Avoid Working in Silos

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Big Silos

Interaction of the Finance team with External Department Stakeholders

2

Little Silos

Interaction of individuals within the Finance team

3

Steps to remove silos

4

Questions/Discussion

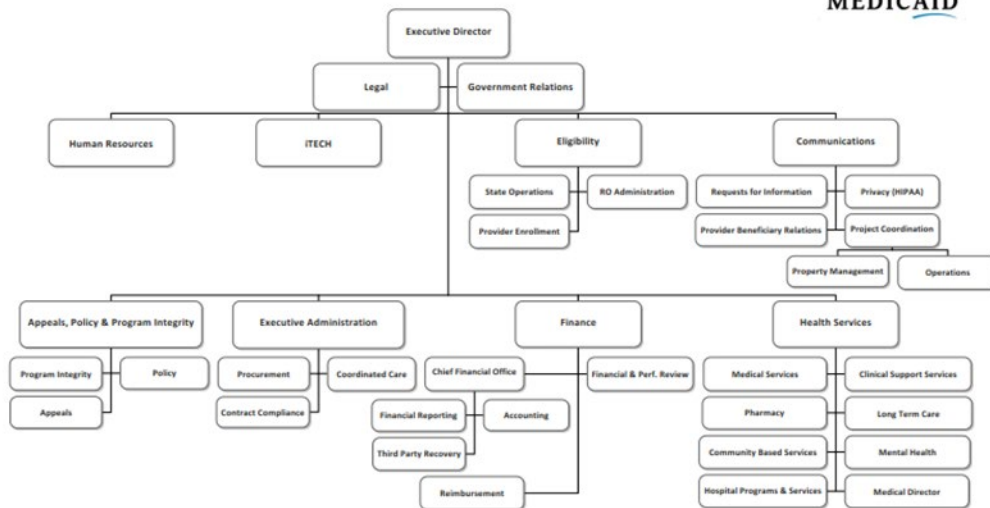
Agenda

Interaction of the Finance team with External Department Stakeholders



Interaction of Finance Teams with Other Teams in a Medicaid Agency

Division of Medicaid Organizational Structure



Effective September 19, 2016

- Finance is one of many areas within the Medicaid agency.
- Effective operations of Medicaid Agency rely on stable financial team knowledge and interaction. Decisions made without finance team knowledge have internal and external ramifications.
- Policy implementation (reimbursement, enrollment, benefits) cannot occur without the necessary cost analysis and funding. **Finance needs to be involved.**

Interaction of Finance Teams with Other Teams in a Medicaid Agency

Example #1

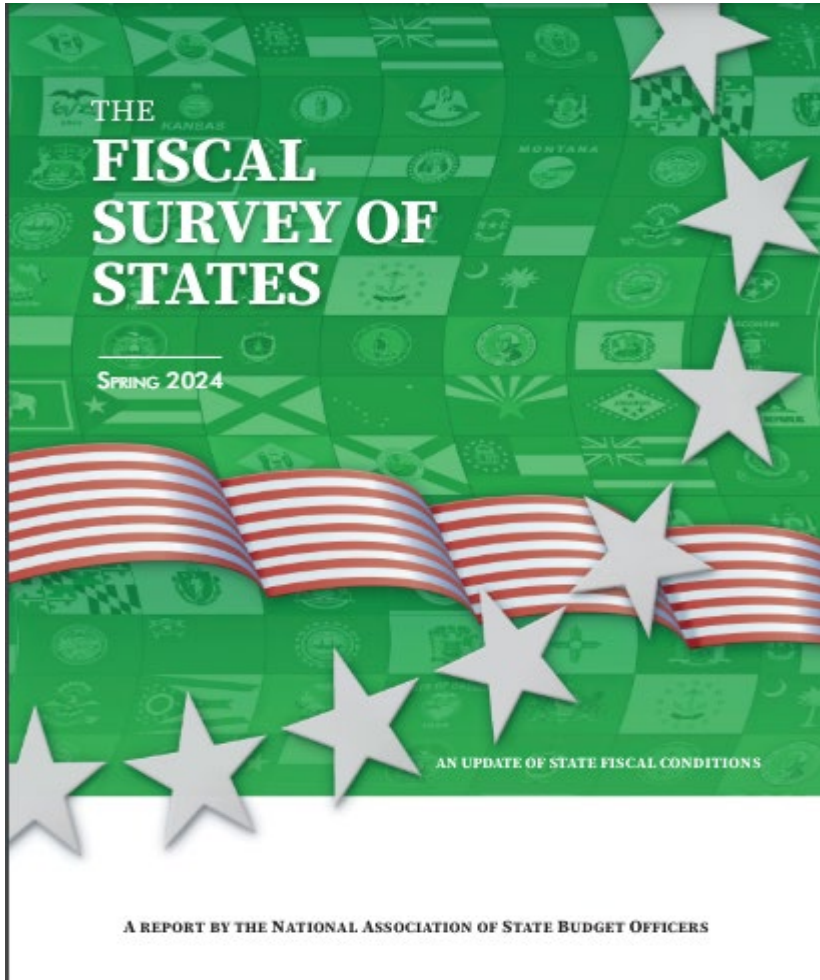
Procurement renominations with
Finance brought in at the end.

Interaction of Finance Teams with Other Teams in a Medicaid Agency

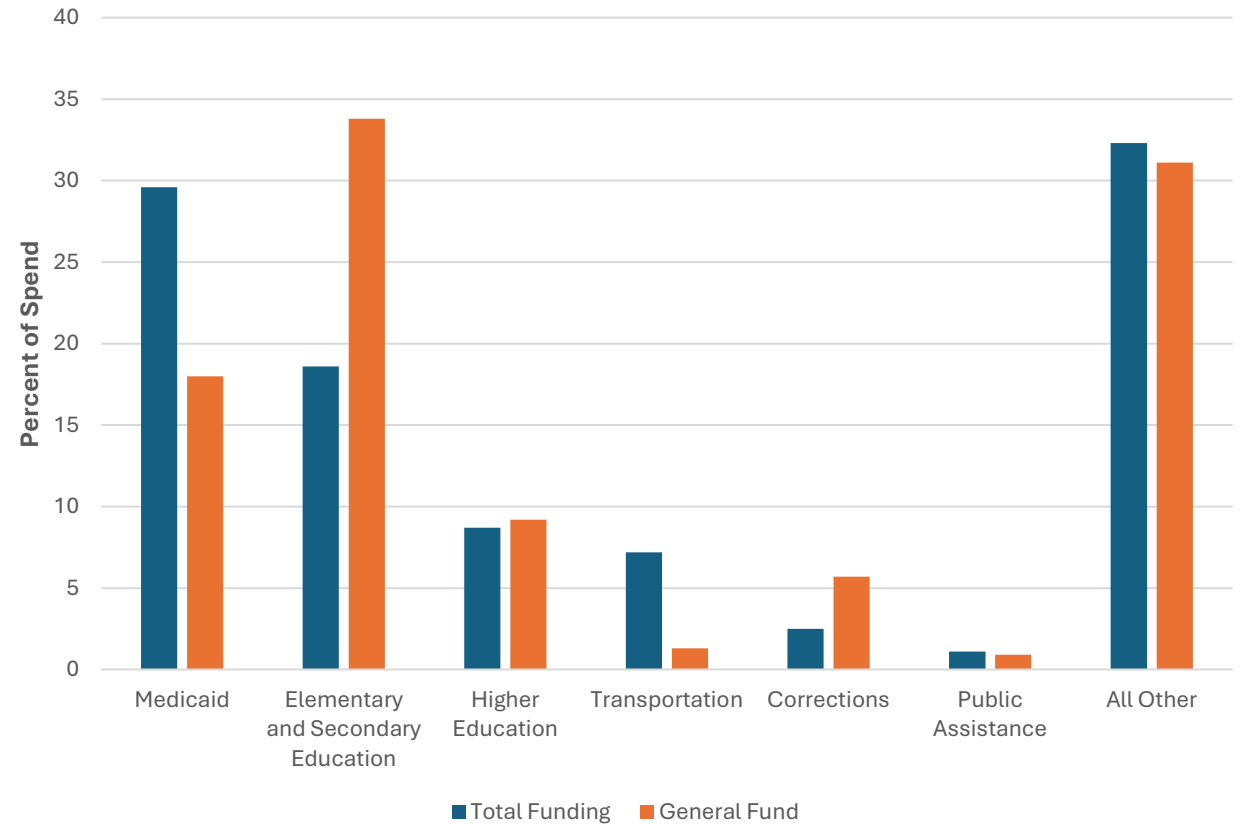
Example #2

Budget Cuts

Interaction of Finance Teams with Other Branches of State Government

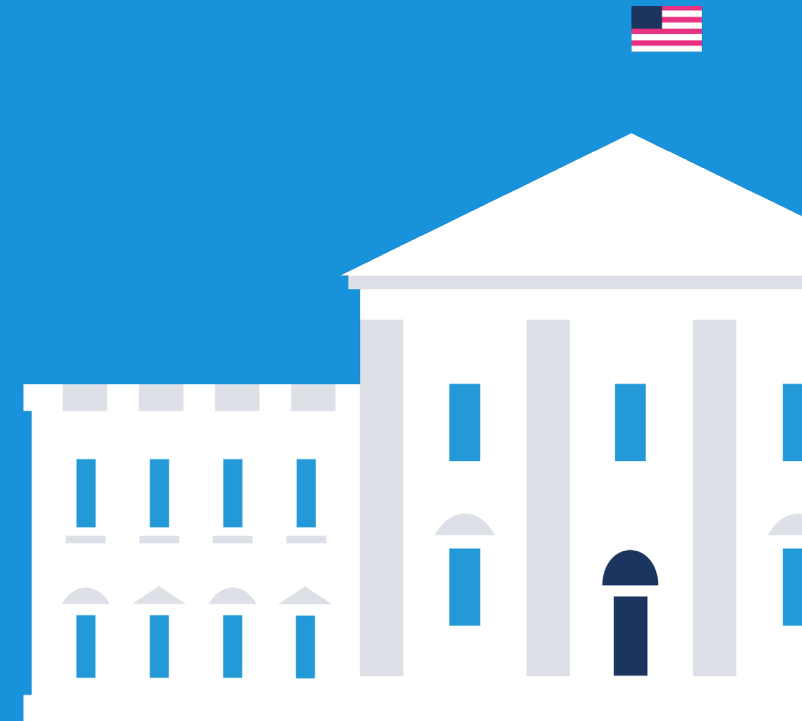


Spending By State Government
State Fiscal Year 2023



Interaction of Finance Teams with Executive Branch of State Government

- Communicating with State Budget Office when estimates are adjusted.
- Communication with Legislature regarding budgetary items.
- Single State Audit activities.



Interaction of Finance Teams with Executive Branch of State Government

Example #1

Applying proper budget
information to Legislature

Interaction of Finance Teams with Executive Branch of State Government

Example #2

Communication on rate setting
with sister agencies.

Interaction of individuals within the Finance team



How to avoid working in Silos





Michael Horoho

Director

Michael is a seasoned Medicaid financial consultant with more than 20 years of experience in the Medicaid finance and audit industry. Michael and his team specialize in assisting state health and human service finance agencies with expenditure reporting used to support claims for Medicaid / CHIP federal financial participation (FFP). Michael's background and experience include long-term care cost report audits, institutional fee for service rate setting with a focus on Upper Payment Limit (UPL) calculations / Medicaid FFS supplemental payments/State share financing, and Medicaid / CHIP federal expenditure reporting (CMS-64/CMS-37/CMS-21/CMS-21b).

His expertise extends across Medicaid finance / budget, claims / accounting systems, grants management, program management, Medicaid administrative claiming, and provider audit. Michael has successfully navigated clients through complex federal guidance (state plan / waiver authorities, public assistance cost allocation, various federal regulations and guidance), CMS /OIG / state audits, identifying opportunities to increase claims for Medicaid FFP or even identifying / managing any FFP at risk, preparing institutional costing models, and implementing automated technology solutions that increase efficiency and quality in financial reporting.

Before his role at Guidehouse, Michael held senior leadership positions at leading CPA firms providing audit and consulting services to state health and human service agency clients. Michael's team are sought-after professionals with decades of Medicaid finance and regulatory compliance experience. These professionals are former CMS Financial Management branch chiefs and state agency finance leaders. This team is supported by the broader Guidehouse state practice with program and policy experts, Medicaid claims systems professionals, actuaries, former state executive budget officers, former state agency CFOs, Enterprise System Solutions, and former Medicaid provider finance officers.

Impacts of Agency Siloing

Duplication of financial reports

Most commonly seen within HR and IT. For example, duplicate data reports requested by multiple departments/agencies within a state Medicaid agency.

Places too much pressure on department/agency staff responsible for either reporting or producing data for reporting.

Department/agency staff responsible for reporting to external entities can feel overwhelmed by how much accountability they have for the source of data used for a particular report.

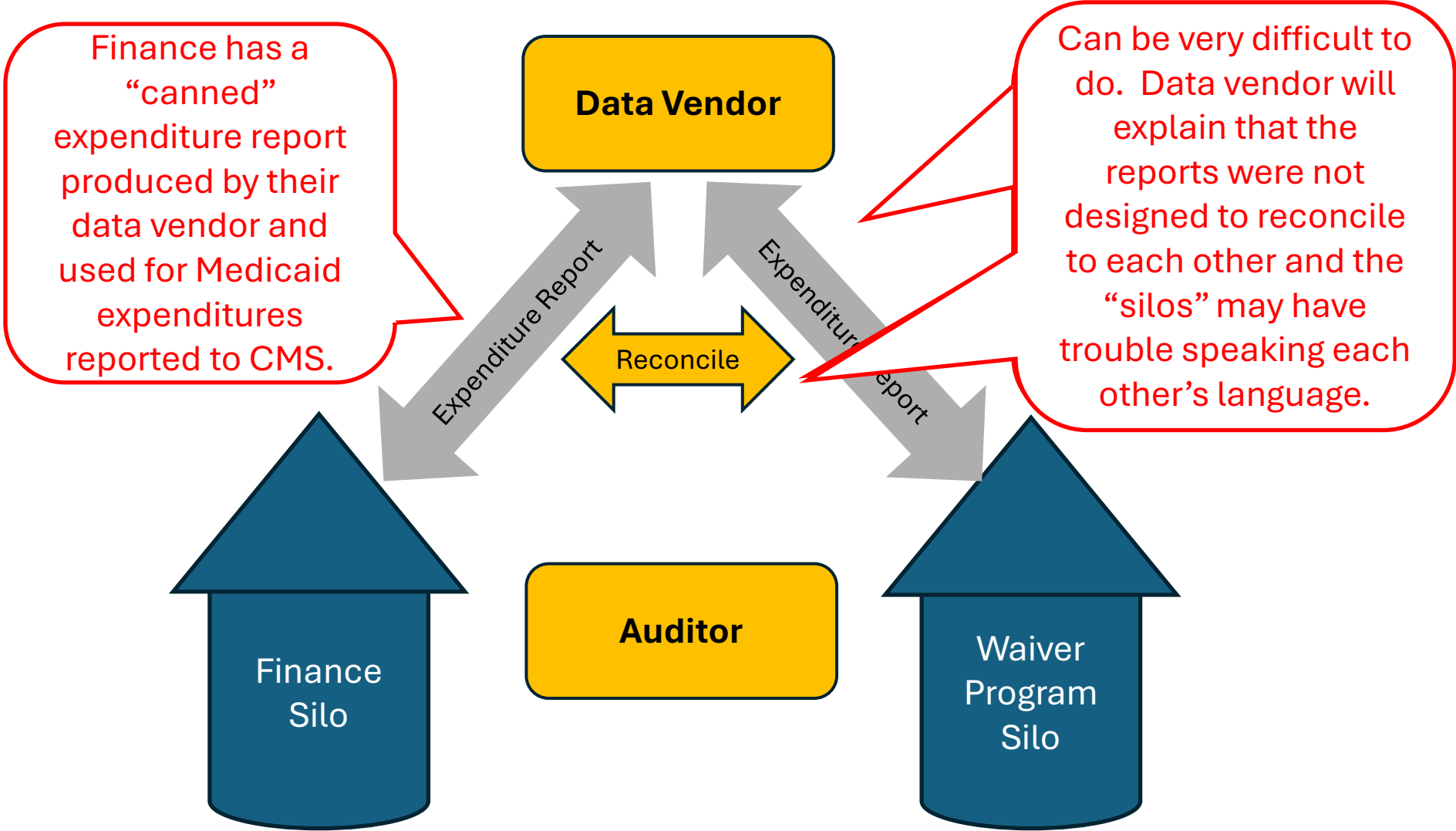
Creates distrust and even animosity between departments/agencies

Department/agency staff begin to worry more about protecting themselves than working toward solutions and/or big picture initiatives.

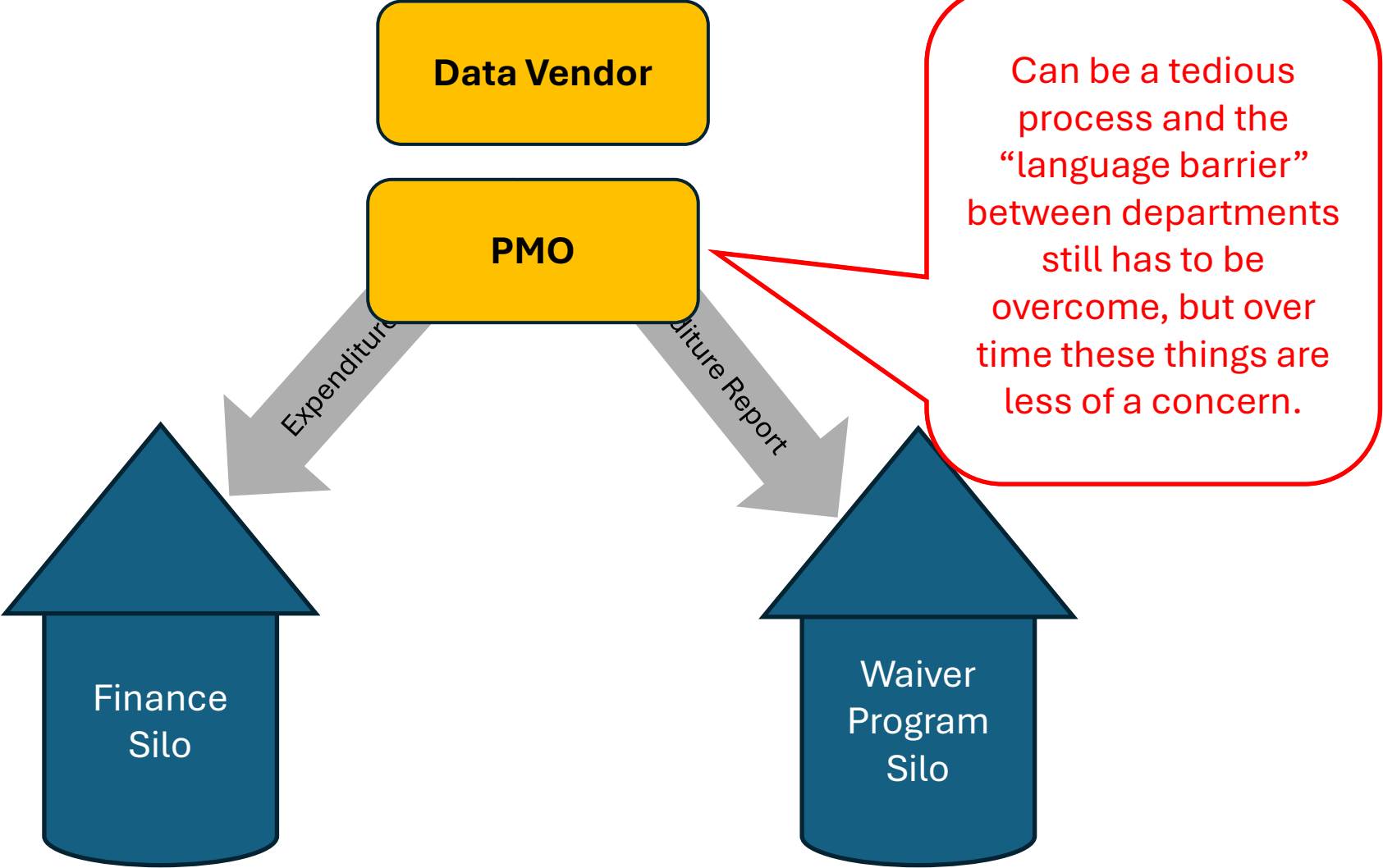
“Ball getting dropped”

Key pieces of communication requiring immediate action do not get to the necessary department/agency staff in time.

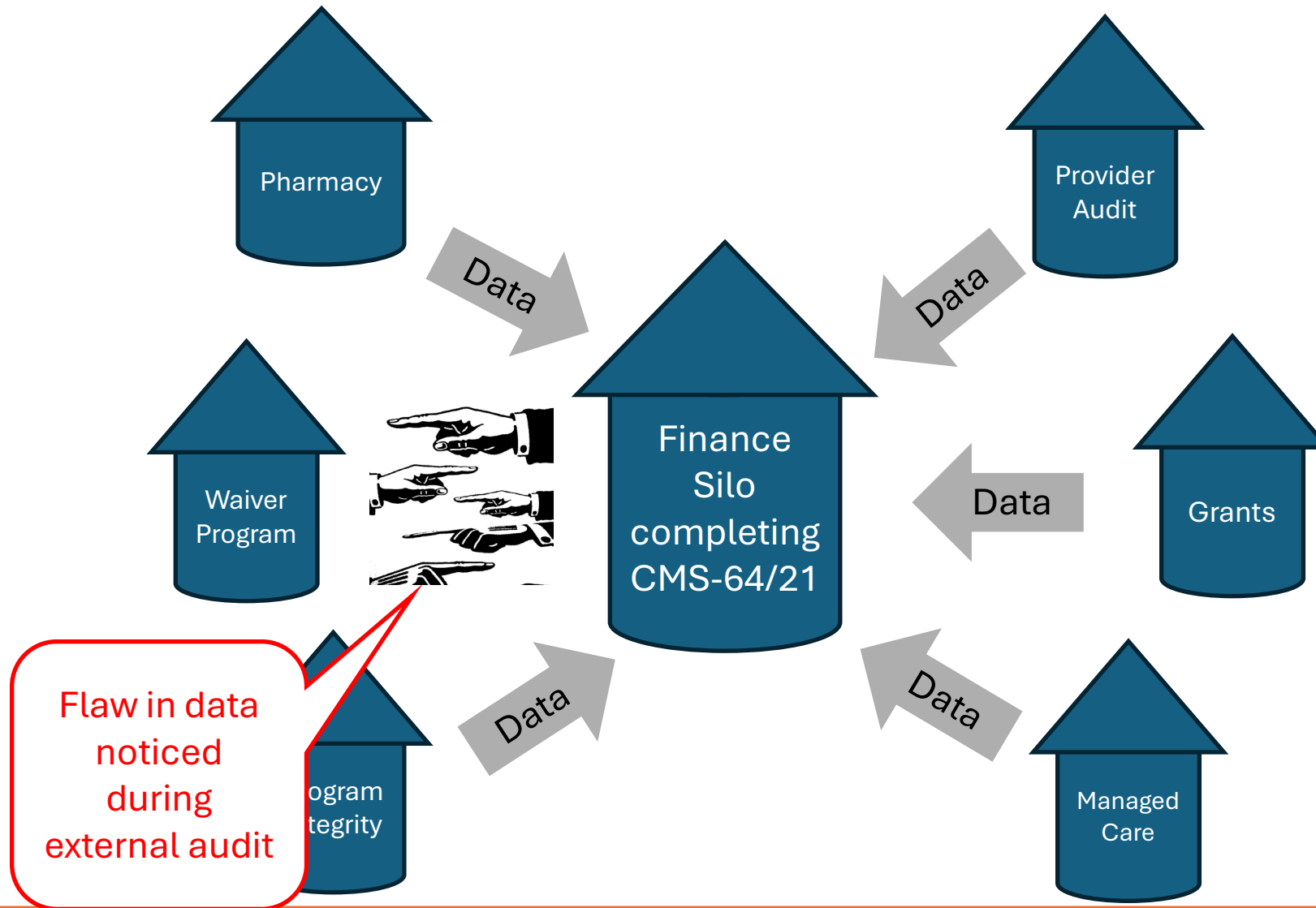
Problem: Duplication of financial reports



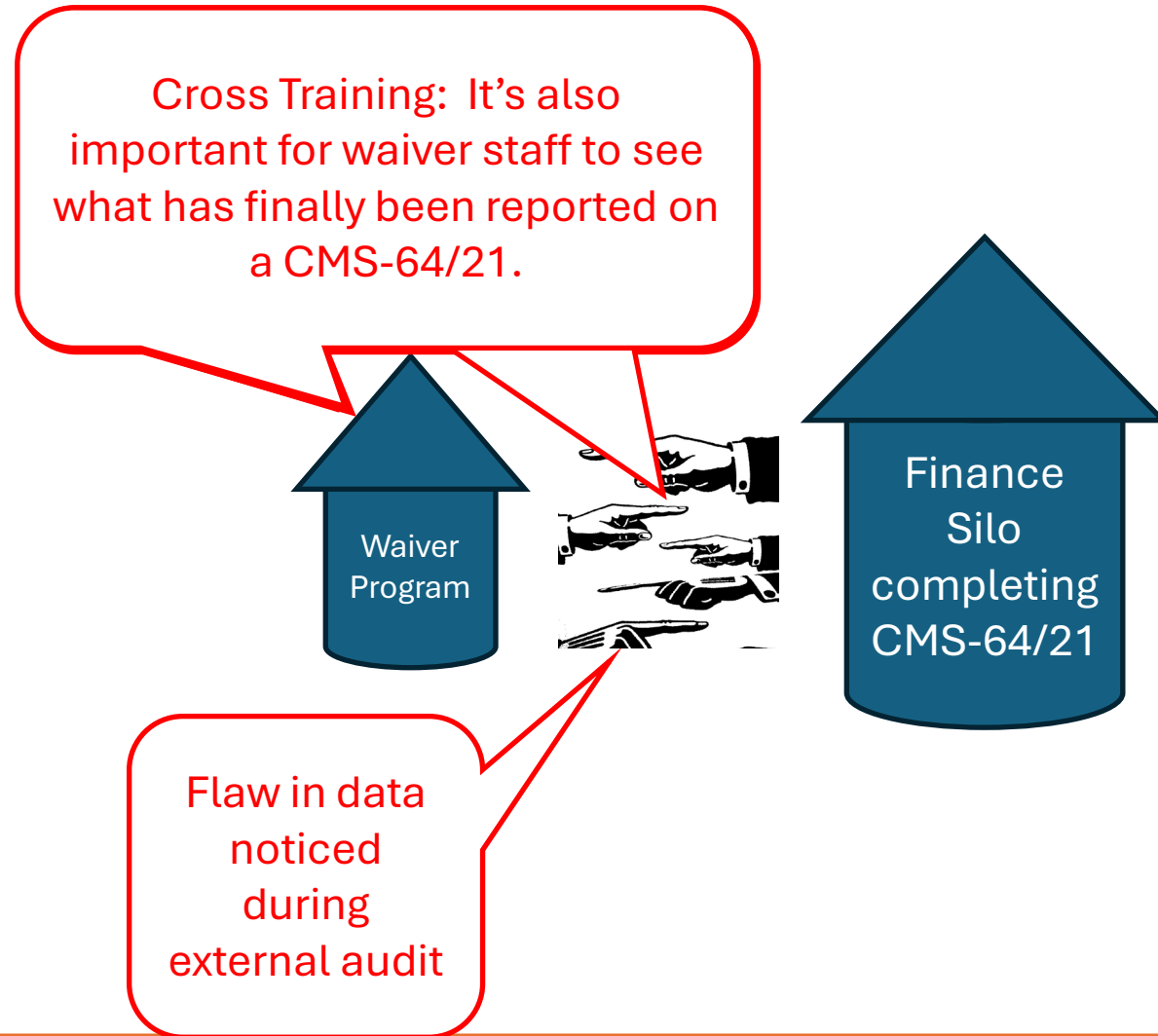
Potential Solution: Duplication of financial reports



Problem: Placing too much pressure on department/agency staff responsible for either reporting or producing data for reporting.



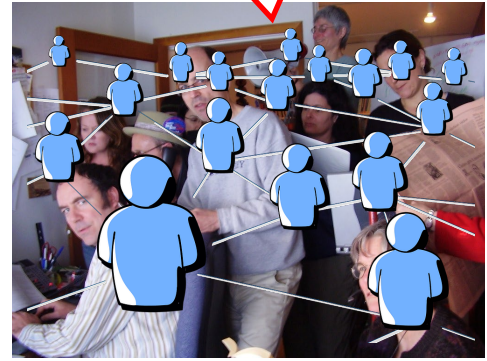
Potential Solution: Placing too much pressure on department/agency staff responsible for either reporting or producing data for reporting.



Potential Solutions: ~~Creates~~ trust and connectivity between departments/agencies.

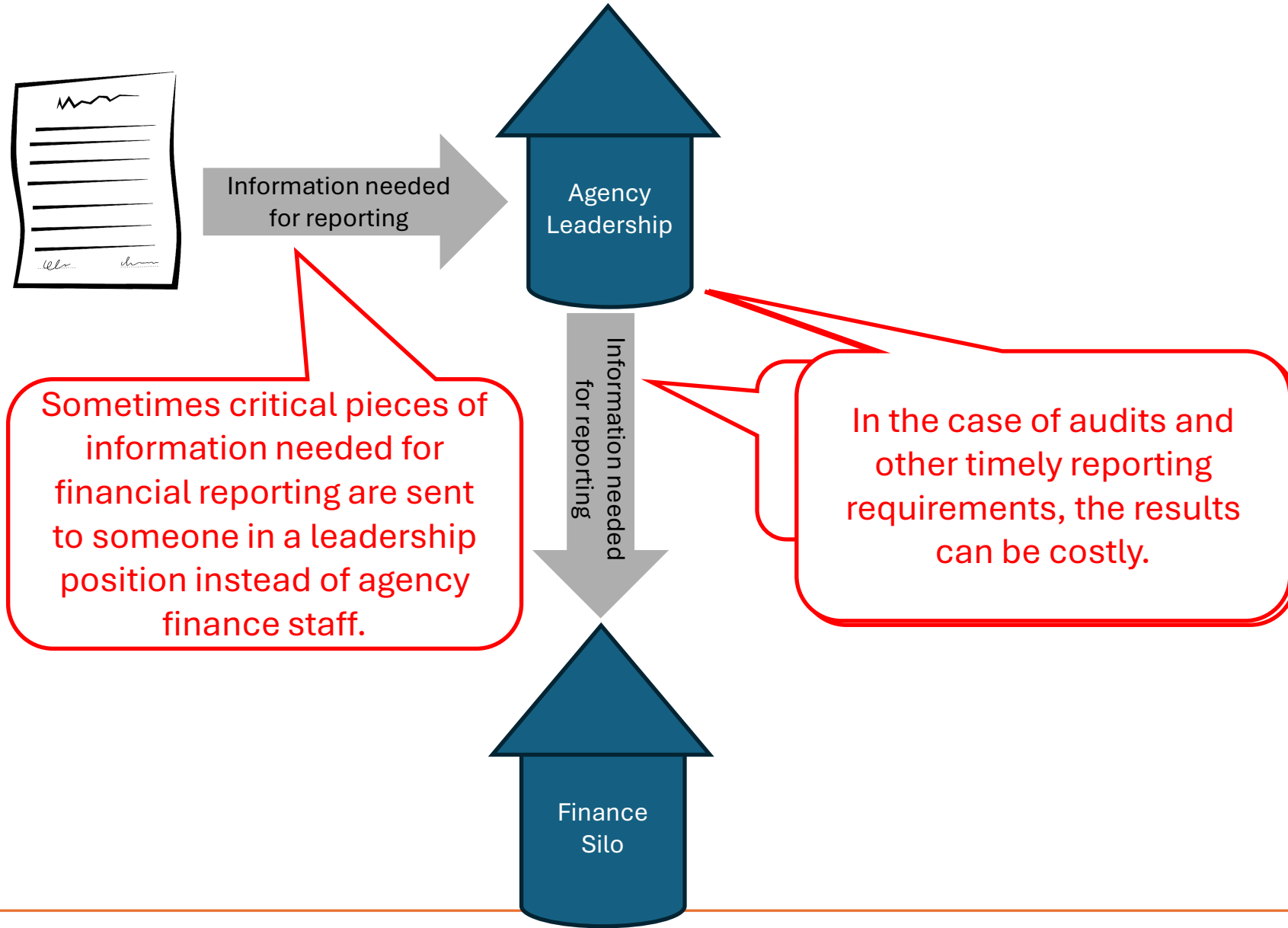
Certain tools (that are sometimes already available to agency staff) can automate these protocols

Waiver Program

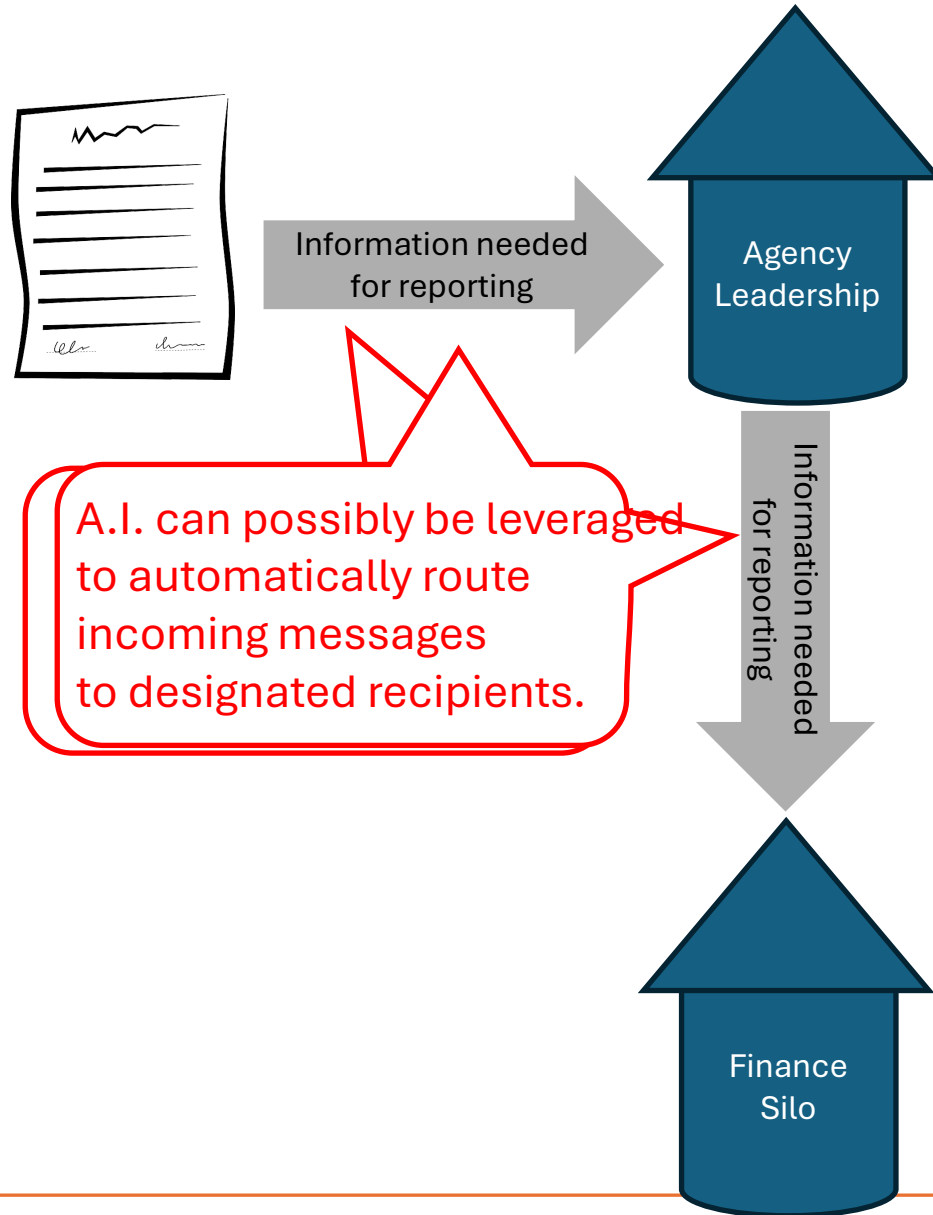


Finance Silo completing CMS-64/21

Problem: “Ball getting dropped”



Potential Solution: “Ball getting dropped”



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Thank You

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Steps to remove silos



From Silos to Skyscrapers

Lacking cooperation and communication,
reduced efficiency, duplicated efforts,
decreased innovation, reduced morale



Co-operation, open communication, high
efficiency, innovative, high morale and
productivity



Strategies

Foster a Culture of Collaboration

Encourage open communication and information sharing. Recognize and reward collaborative efforts

- Lead by example
- Assume positive intent
- Find (or appoint) culture creators
- Training on active listening, conflict resolution, and empathy

Establish Common Goals

Define shared goals requiring cross-functional collaboration. Align individual objectives with team's purpose

- Consolidated team goals
- Greater good, common enemy

Encourage Cross-Functional Teams

Create opportunities for different departments to work together, promoting diverse perspectives

- Business Analysts
- Knowledge sharing platforms and programs

Improve Communication Channels

Utilize effective communication tools and platforms like regular meetings and project management software

- Rule of 7
- Varied channels

Celebrate Team Success

Reinforce the value of teamwork through recognition of team achievements and organizing team-building activities

- Formal, informal, on the spot

Conversation



Questions?





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