



Leading with the Deck Stacked Against You

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NAMD Boot Camp
May 20, 2012

Step 1: Survey

- Survey the landscape
 - What has been done (for example reorganizations)?
 - Who is in power?
 - Civil service rules
 - Union contracts

What has Been Done?

- You have to decide what the organization can take
 - For example, has there been a number of reorganizations or lay-offs
 - Who can you let go?
 - ✓ Do you need to or are they retiring?
- Who is your core team?
- When is it time for a change?

Who is in Power?

- Quickly determine who has real power inside your organizations
 - Do staff ideas make it to you?
 - Who is driving the ship, Policy, IT, or Fiscal?
- What other sister agencies are driving the ship?

Civil Service Rules

- You have to learn the Civil Service Rules
 - These are different than union contracts
- How many people qualify for retirement?
 - Decide if retirements are good or bad
- Determine how you can recruit!!!

Union Contracts

- Get a copy of the contract
- Often what employees “know” is simply legend and NOT in the contract
- Set the tone with the union
 - Meet with them
 - Figure out a role
- How can they help with quality improvement?

Step 2: Relationships

- Relationship with Governor's Office
- Relationship with Legislature
- Relationship with Providers
- Relationship with Advocates
- Relationship with CMS

Relationship with Governor's Office

- Find a champion
- Determine or set the overall policy direction
 - Do NOT deviate from that overall policy direction
 - For example: Improve Health Outcomes
- Build relationships with other Directors
- Keep Governor's Office informed
 - Surprises are not good
 - Remember you work on this stuff everyday, but they do not

Relationship with Legislature

- Find a champion
- Remember there are two bodies (unless you are in Nebraska or DC)
- Show them respect, but you know way more than them
- Let advocates do the work for you
- Always remember, you work for the Governor

Relationship with Providers

- Determine which group is doing best
- Tie payments to quality
- Try to work with them
- Let them advocate in the legislature
- What is your role, program champion or program steward?

Relationship with Advocates

- Determine which group is doing best
- Tie payments to quality
- Try to work with them
- Let them advocate in the legislature
- What is your role, program champion or program steward?

Relationship with CMS

- Friend or Foe
- Role of regional office
- Why are SPA approvals taking so long?
- What is the role of sister agencies?

Don't let the fear of failure
prevent you from taking the
risk necessary to innovate.

— Governor John Kasich