Transition Strategies from the 2017 Rural Hospital Value-Based Strategic Summit: Strategy Map & BSC Templates

SRHT Team
Summit Panelists

August 30, 2017

The Center's Purpose

The National Rural Health Resource Center (The Center) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Transition to Value and Population Health

- Collaboration and Partnership

- Performance Improvement

- Health Information Technology

- Workforce

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Presentation Objectives

- Present findings from 2017 Rural Hospital Value-Based Strategic Summit

- Develop a strategic plan to transition the hospital and network to value-based care population health

- Operationalize key transition strategies and manage the actions through an easy to adopt systems approach

- Apply best practices to improve hospital efficiency and decision-making

- Build awareness of available tools and resources that support rural hospitals for population health

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2017 Rural Hospital VB Strategic Summit

Supported by: Federal Office of Rural Health Policy (FORHP)

Purpose: To provide leaders with templates that improve organizational planning, strengthen actionable steps and operationalize key strategies that enable hospitals and networks to effectively transition to value

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2017 Summit Panelists

May 24, 2017, Bloomington, Minnesota

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Summit Panelists

Gina Bruner
MT Hospital Association

Elizabeth G. Cobb
Kentucky Hospital Association

Michael Coyle
Coteau des Prairies Health Care

Lisa Davis
Pennsylvania Office of Rural Health

John Gale
Flex Monitoring Team

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Rural Health Association of TN

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Federal Office of Rural Health Policy

Thomas J. Nordwick
Uvalde Memorial Hospital

Dave Pearson
Texas Organization of Rural and Community Hospitals

Gregory J. Was
White Mountain Regional Medical Center

Karla Weng
Stratis Health

Gregory Wolf
Stroudwater Associates

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It's Changing!
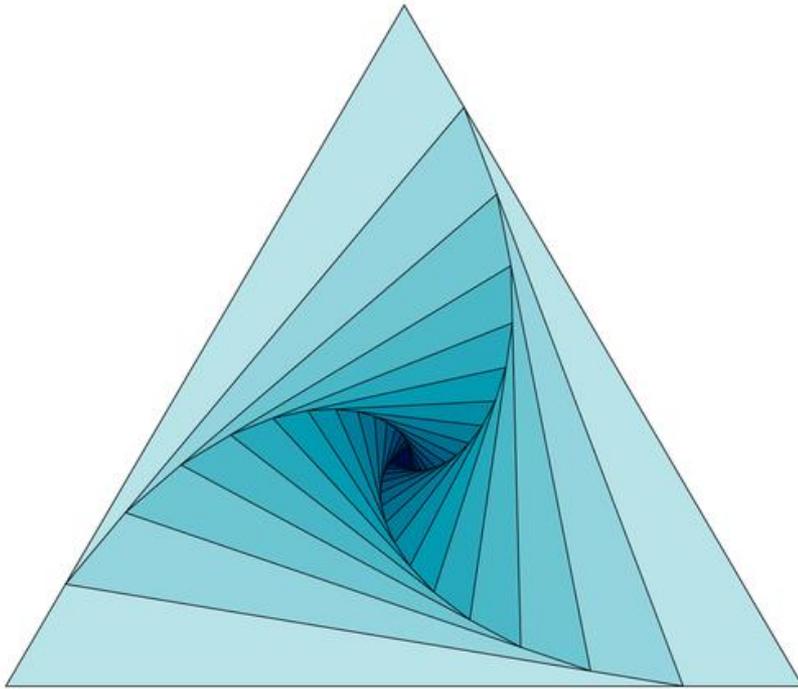
Triple Aim

✓ Better Care

✓ Better Health

✓ Lower Cost

Better Care + Smarter Spending = Healthier People

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Value of the Rural Hospital and Network

Demonstrate value by increasing quality of care and patient satisfaction while reducing cost and over utilization

Value = <u>Improved quality and patient satisfaction</u>
Relative to reduced utilization and costs

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Demonstrate Value

- Demonstrate value with metrics
  - Population health
  - Patient experience
  - Per capita cost
- Rural relevant measures
  - HCAHPS scores
  - Mortality rates
  - Total cost per member per month
  - ED utilization rates and costs

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Strategies Applied to the Performance Excellence Blueprint

Strategic Planning

- Create a shared vision of value and understand the role rural hospitals and providers have in the transition to value-based models

Leadership

- Invest in provider and hospital leadership development programs that include board of directors, managers and clinical staff
- Identify opportunities to collaborate with other providers and organizations to build interdependence such as affiliations to support value-based models

Work Force

- Engage and educate managers and front-line staff on value-based models and emphasize team-based care to support patient-centered services
- Educate, partner and align with physicians and other local and regional primary care providers
- Assess culture to obtain feedback on needs, development, improvement and employee recognition

Integration

Results: Impact and Outcomes

- Collect and share rural relevant data with providers, hospital leaders and staff
- Document hospital outcomes and demonstrate value of services to providers, staff and community

Customers: Patients, Partners and Community

- Develop collaborative relationships and connect community resources to address patient needs
- Tell your story to community and staff to promote quality of care and market services
- Advocate for policy and regulatory changes

Operations and Processes

- Improve financial, clinical and operational efficiency
- Redesign operational and clinical processes for value-based models

Measure, Analysis, Feedback and Knowledge Management

- Collect, manage and act on data to include patient outcomes, and hospital, claims and county health status data
- Use reliable and valid data for quality reporting and ensure that the board of directors, providers and staff understand the results

Rural Hospital Value-Based Strategic Summit

- [Value-Based Summit Template Guide](#) (PDF)
- [Strategy Map Template](#) (Word)
- [Balanced Scorecard Template](#) (Word)

Templates are designed to adopt MS Word documents to allow leaders to:

- Effectively develop and execute a strategic plan
- Incorporate and expand their organizations' strategic plans to transition to a value-based system and position for population health

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Access the Guide & Templates

2017 Rural Hospital Value-Based Strategic Summit: BSC & Strategy Map Templates

Downloads & Links

📄 Value-Based Summit Template Guide (PDF Document - 56 pages)

📄 Strategy Map Template (Word - 2 pages)

📄 Balanced Scorecard Template (Word - 5 pages)

📅 August 2017

Author: National Rural Health Resource Center (The Center)

The 2017 Rural Hospital Value-Based Strategic Summit was held to provide leaders with templates that improve organizational planning, strengthen actionable steps and operationalize key strategies that enable hospitals and networks to effectively transition to value.

The Transition to Value Strategy Map and Balanced Scorecard templates are provided as separate downloadable Microsoft Word documents. The templates are ready to use and are

2017 Rural Hospital Value-Based Strategic Summit

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Strategy Map Template Function

- Key to successfully executing a strategic plan because it communicates objectives to achieve organization-wide understanding
- A communication tool that:
  - Graphically depicts the organization's strategy
  - Illustrates how the strategies relate to one another
  - Frames key concepts of the organization's strategic plan into a guide that directs the BSC and its actions to operationalize the strategies

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Tailor the Strategy Map Template

- Download the [Strategy Map Template](#) to develop and tailor a Strategy Map for your organization

- Template is:
  - Prefilled with key transition strategies
  - Focused on organization-wide value
  - Designed to assist leaders in demonstrating value for their hospitals and networks

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Strategy Map Template

Learning & Growth
As an organization, what type of culture, training and technology are we going to develop to support our processes?

- Invest in provider and hospital leadership development to include board of directors, managers and clinical staff
- Assess culture through rounding to obtain feedback on needs, development, improvement and employee recognition
- Use a self-funded employee health plan and associated claims data to learn how to manage population health interventions
- Engage and educate managers and front-line staff on value-based models and emphasize team-based care to support patient-centered services

Internal Processes
What do we need to do to meet the needs of the patients and community?

- Improve financial, clinical and operational efficiency
- Redesign operational and clinical processes for value-based models
- Collect, manage, and act on data to include patient outcomes and hospital, claims and county health status data
- Create a shared vision of value and understand the role that rural hospitals and providers have in the transition to value-based models

Patients, Partners, Community
What do our patients, community, and partners want, need or expect?

- Educate, partner and align with physicians and other health care providers
- Tell your story to community and staff to promote quality of care and market services
- Develop collaborative relationships and connect community resources to address patient needs
- Seek opportunities to collaborate with providers and organizations to build affiliations to support value-based models

Financial
How do we intend to meet the goals and objectives in the Hospital's Mission?

- Develop a strategic plan to transition to value-based model (VBM)
- Participate in ACO or Shared Savings (SS) Programs to support payment system transformation
- Participate in a certified PCMH and seek reimbursement for per member per month fees to position for population health
- Document hospital outcomes and demonstrate value of services to providers, staff and community

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Balanced Scorecard Template Function

- An organization-wide dashboard to collect, track and monitor strategic objectives
- Links the hospital's mission and vision through four strategic themes
  - Learning and growth
  - Internal processes
  - Patients, partners and community
  - Financial

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Tailor the Balanced Scorecard Template

- Download the [BSC Template](#) to develop and create a dashboard for your organization
- Use the [Guide's](#) BSC examples to identify
  - Strategic objectives that support the organization's Strategy Map
  - Initiative (actions) that are needed to achieve objective
  - Common metrics and target levels
- Use the Guide to identify performance measures, target levels and find data sources to customize the BSC for the organization

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BSC Template Example

Learning and Growth Example

What	Action Plan	How		Who
Strategic Objective: What is the strategy to achieve?	**Initiatives:** What actions are needed to achieve objective?	**Measure:** What indicator is required to track and monitor the objective?	**Target:** For each indicator, what performance level is required to achieve the objective?	**Responsible:** Team member to track and report measure.
Develop internal capacity for population health management	Engage staff to build a greater understanding of the future of health care. Build staff's ability to use data analysis to 'hotspot' high-risk populations	Employee satisfaction levels Employee Training participation rate	On a 5.0 Likert scale, obtain 4.0 or greater. Target 90% of employees that participate in trainings on quarterly basis	Manager A Manager B

BSC Template Example

Learning and Growth Example

When	Results					
Frequency: How often to report measure?	**Qtr. 1**	**Qtr. 2**	**Qtr. 3**	**Qtr. 4**	**Annual Avg.**	**Trend:** Show graph to indicate change over time.
Example: Assess employee satisfaction level annually Assess employee participation rates quarterly	75%	80%	85%	90%	4.5 82.5%	

Performance Measures, Target Levels and Data Resources

BSC Theme	Areas for Performance Improvement Opportunities	Common Measures and Target Levels	Data Sources	Steps to Support Measurement
Learning and Growth	Physician and staff engagement Staff education and capacity building Leadership and board development Management training Recruitment and retention	Staff turnover rate Employee satisfaction levels Physician satisfaction levels Employee and physician satisfaction survey return rate Physician retention rate	AHRQ Hospital Survey on Patient Safety Culture HR Employee Records	Develop a board of directors' educational program: • Set education goal • Assess knowledge gaps • Assign knowledge page area to board

The Rural Hospital Toolkit for Transitioning to Value-based Systems (Toolkit)

With the support of the Federal Office of Rural Health Policy, the Toolkit was developed to:

- Disseminate consultant recommended best practices for improving financial, operational and quality performance

- Share key transition strategies that position rural hospitals and networks for the future

- Distribute tools that support the implementation of best practices and adoption of transition strategies

- Share evidenced-based methods provided through nationally recognized organizations

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The Toolkit

Rural providers and leaders should [use the Toolkit](#) to identify performance improvement opportunities to develop strategies for successfully transitioning to population health.

It is suggested that users access the [Self-assessment for Transition Planning](#) first to receive feedback about current strengths and areas for development

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Toolkit Areas of Development

The Toolkit is comprehensive and represents the SRHT hospital consultation reports and action plans

- Strategic Planning
- Leadership: Board, Employee and Community Engagement
- Physician and Provider Engagement and Alignment
- Population Health Management
- Financial and Operational Strategies
- Revenue Cycle Management and Business Office (BO) Processes
- Quality Improvement
- Community Care Coordination and Chronic Care Management

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Strategic Planning Tools Available in the Toolkit

Apply the [Toolkit Strategic Planning](#) tools to:

- Perform a Transition Self-assessment to prepare for planning process

- Complete a CHNA to align services and strategic initiatives with community needs, and develop a community care plan

- Apply the PE Blueprint to develop a systems approach to strategic planning

- Use the Strategy Map Template to implement the plan and communicate the strategic initiatives

- Use the BSC Template to track performance and achievements and demonstrate value

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Self-Assessment for Transition Planning Results

Thank you for completing the Self-Assessment for Transition Planning. If you have questions or comments about the assessment, please contact srht@ruralcenter.org.

General Information About the Results

These results display information and recommendations tailored to your specific responses. This information will assist you in strategic planning and navigating the Rural Hospital Toolkit for Transitioning to Value-based Systems. The results are designed to provide best practice recommendations and transition strategies that will help you to prepare your hospital / network for population health.

Your total score is 100 points. The total score is intended to ac
you may monitor your organization's performance improvemer
is developed on a four-point scale as follows.

4: Strongly Agree
3: Somewhat Agree
2: Somewhat Disagree
1: Strongly Disagree

The tables below list the 29 individual self-assessment question

Your organization scored

100

out of 116 possible points.

Question	Score	Related Resources
Is aware of health industry trends and changes and how they may impact our facility	3	Strategies for Rural Hospital Success in the New Health Care Market
Understands need for systems (multi-faceted) approach in all aspects of our organization	4	A Blueprint for Rural Hospital Performance Excellence: One Hospital's Baldrige Experience
Provides ongoing education opportunities for board, internal leadership and managers	3	Refer to HELP webinar playbacks for trainings that best fit your organization's educational needs
Aligns organization and medical leadership around values, goals and strategies	3	Physician Engagement – An Imperative for Success

Take the Self-Assessment for Transitioning Planning

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Toolkit: Quality Improvement Page

Hospital Best Practices and Recommended Strategies

- Quality-Focused Culture
- Provider Communication and Patient Engagement
- Quality and Patient Satisfaction Scores
- Care Management
- Discharge Planning
- Care Transitions and Readmissions
- Quality Improvement Tools
- Quality Indicators and Reporting Tools
- Trainings and Examples

Quality-Focused Culture

Implement the following best practices to develop an organization-wide quality

- CMS Conditions of Participation requires CAHs and PPS facilities to impleme
  evaluate their own Quality assurance / performance improvement (QAPI) p
  monitor and improve patient care and incorporate quality indicator data rel
  readmissions and hospital-acquired conditions. Best-practice rural hospitals
  staff have a clear understanding of the hospital's QAPI Plan
  - Share the hospital-wide QAPI Plan with staff
  - Provide ongoing staff education and relate staff responsibility to improve quality and drive PI.
- Establish quality of care and patient-safety as a key strategy for the organization
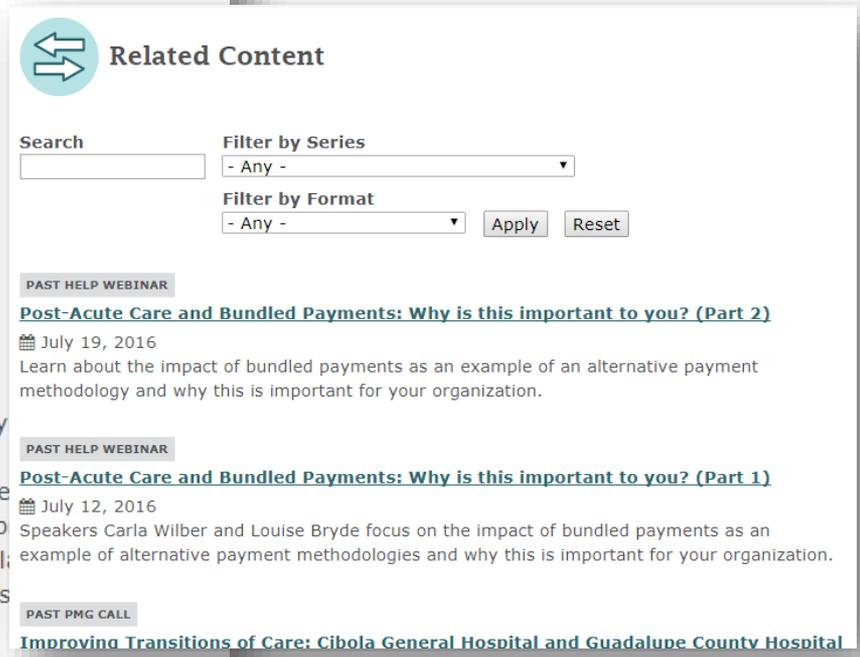
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Post-Acute Care and Bundled Payments: Why is this important to you? (Part 2)
📅 July 19, 2016
Learn about the impact of bundled payments as an example of an alternative payment methodology and why this is important for your organization.

PAST HELP WEBINAR
Post-Acute Care and Bundled Payments: Why is this important to you? (Part 1)
📅 July 12, 2016
Speakers Carla Wilber and Louise Bryde focus on the impact of bundled payments as an example of alternative payment methodologies and why this is important for your organization.

PAST PMG CALL
Improving Transitions of Care: Cibola General Hospital and Guadalupe County Hospital

Quality Improvement

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QI Example: Teach Back Method

AHRQ Teach-Back Method: Tool #5

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Toolkit: Financial and Operational Strategies

Financial and Operational Strategies

Hospital Best Practices and Recommended Strategies

The below best practice recommendations, transition strategies and performance tools assist leaders with maximizing financial performance and improving operat efficiencies to financially stability of the hospital and position for the future.

- Demonstration of Value
- Transition Strategies
- Performance Improvement Tools
- Key Performance Indicators
- Emergency Department (ED) Operations and Performance Indicators
- 340B Drug Pricing Program
- Department Accountability
- Trainings and Examples

Demonstration Of Value

- Apply recommended strategies and follow guidance in the 2017 Rural Hospit Strategic Summit Guide and Templates to demonstrate value of the organiz

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PAST PMG CALL
White Mountain Regional Medical Center: Executing a Transition Plan for Crossing the Shaky Bridge
📅 July 29, 2016
Hear how the SRHT Project consultants assisted executive and management teams with implementing best practices and developing transition strategies to position the hospital for new payment and care delivery models.

PAST PMG CALL
Preparing to Jump to the Future: Chicot Memorial and Pender Community Hospital Share Their Transition Strategies
📅 July 8, 2016
Chicot Memorial Hospital and Pender Community Hospital share their transition strategies from

Financial & Operational Strategies

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SRHT Application (2017 – 2018)

- Application period opens September 25, 2017 and closes midnight on October 16, 2017
- Application is available on SRHT Project website and contains:
  - Preview of application and self-assessment questions, to allow for early preparation
  - Helpful hints to submit a strong application
  - Direct links to the online application and self-assessment, which will go live on September 25

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