

Flex Program Evaluation Webinar Series: Designing Activities with Outputs & Outcomes

January 9, 2024



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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Diversity, Equity, Inclusion, & Anti-racism



Building a culture where difference is valued

The Center is committed to DEI and anti-racism. We create an environment that reflects the communities we live in and serve; a place where everyone feels accepted and empowered to be their full, authentic selves; and where everyone belongs.

We understand the impact of and seek to defeat racism and discrimination in ourselves, our workplace, and the world. This guides how we cultivate leaders, build our programs and resources, and deliver our technical assistance.

We are an organization that honors, celebrates, and respects all dimensions of diversity. These principles are central to our mission and to our impact.

[Read more at ruralcenter.org/DEI](https://ruralcenter.org/DEI)

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This project is/was supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under grant number UB1RH24206, Information Services to Rural Hospital Flexibility Program Grantees, \$1,350,000 (0% financed with nongovernmental sources). This information or content and conclusions are those of the author and should not be construed as the official position or policy of, nor should any endorsements be inferred by HRSA, HHS or the U.S. Government.

This work was supported by the Federal Office of Rural Health Policy (FORHP), Health Resources and Services Administration (HRSA), U.S. Department of Health and Human Services (HHS) under cooperative agreement grant #5U27-RH01080. The information, conclusions, and opinions expressed in this presentation are those of the authors and no endorsement by FORHP, HRSA, or HHS is intended or should be inferred.

Purpose of the Flex Program Evaluation Webinar Series

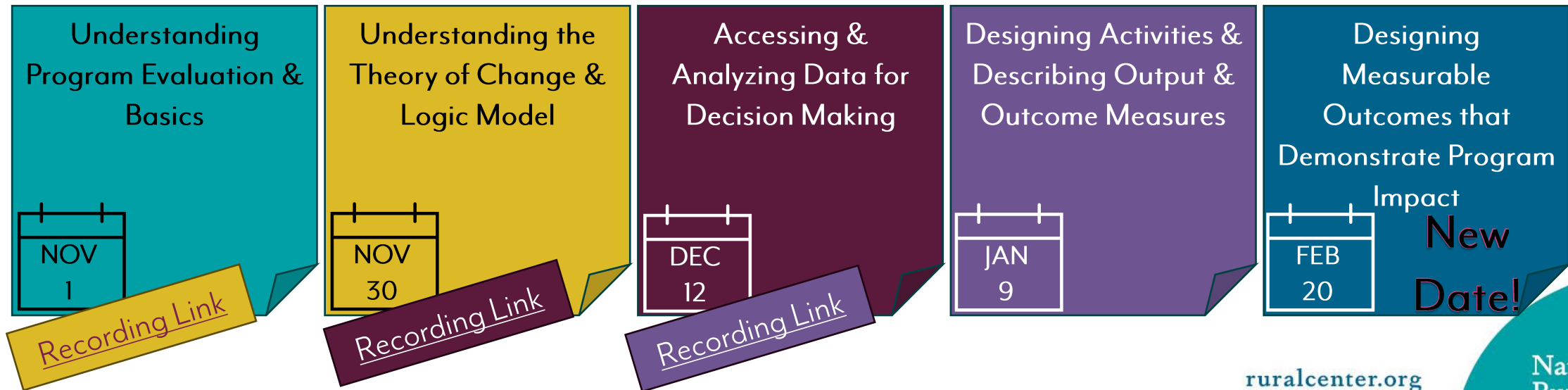
Deepen state Flex Program
understanding
of Program Evaluation

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Rural Health
Resource Center

What to Expect

- Each 60-minute webinar
 - Brief presentation on the day's topic by the Flex Monitoring Team and TASC
 - Engaging conversation on Q&A and application of the topic



Flex Monitoring Team



A Performance Monitoring Resource for Critical Access Hospitals, States, & Communities

Evaluation Webinar Series: Designing Activities with Outputs and Outcomes

John Gale, MS

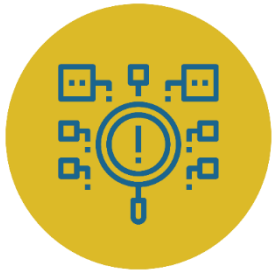
Megan Lahr, MPH

Flex Monitoring Team

January 9, 2024

Learning Objectives

- Recognize a funding cycle approach to Flex Program activities
- Describe classic (predictive) vs. adaptive (change driven) activity design and impact measurement
- Select output and outcome measures
- Discuss examples of funding cycle outcome measurement in the Flex Program Areas
 - Financial and operational performance improvement
 - Quality improvement
 - Population health performance



Managing Information and Evaluation

- Utilize a framework for program evaluation
- Tell the story of the state Flex Program's impact and direction to various audiences
- Understand evaluation basics and definitions
- Utilize SMART goals based on needs
- Access and analyze data for decision making
- Ensure data reporting deliverables built into contractual agreements with consultants
- Utilize process measures and short-, interim-, and long-term outcome measures to assess program progress and plan for the future
- Describe measurable outcomes about the state Flex Program's activities that demonstrate impact

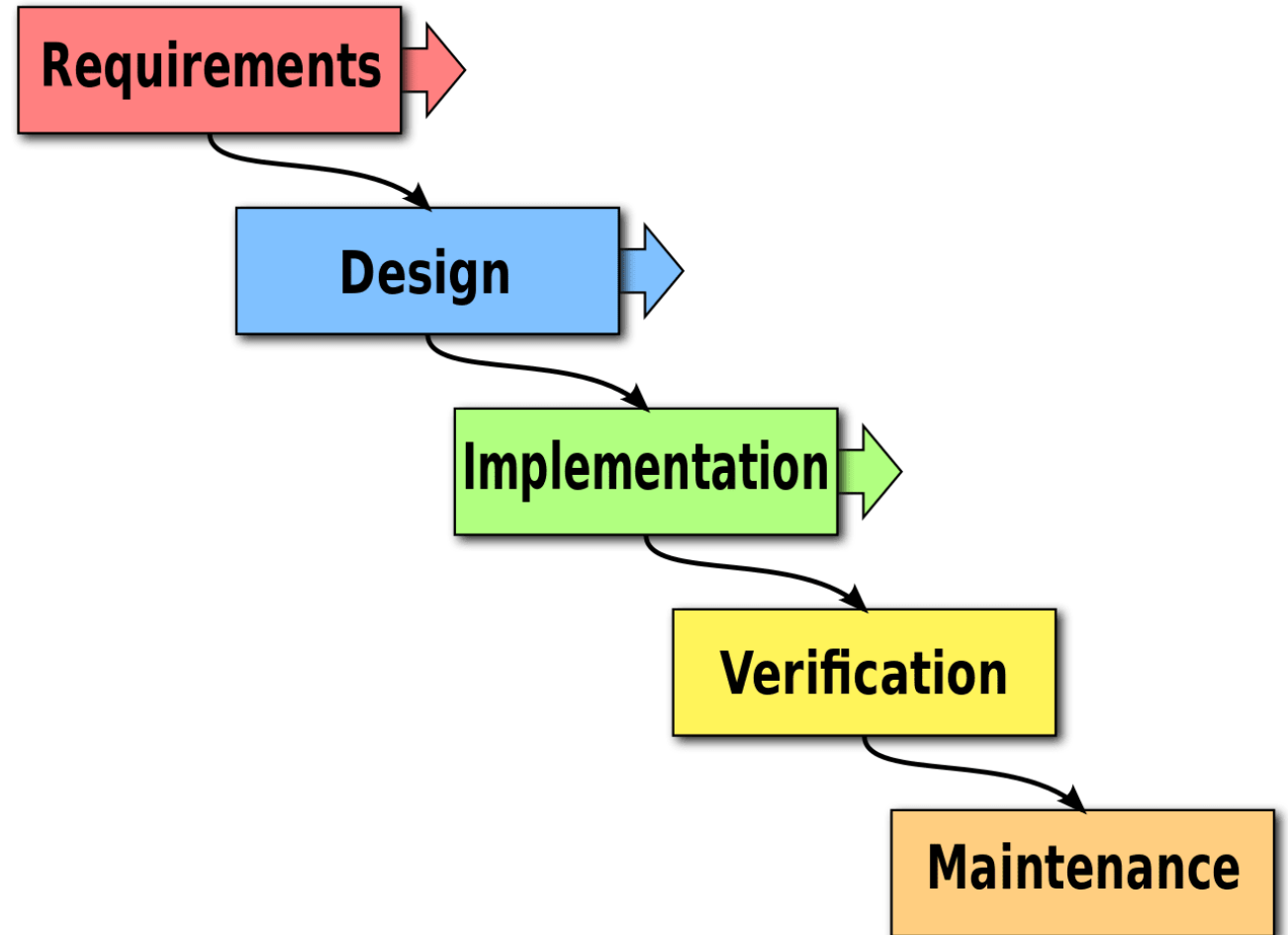
Speaking of Evaluation...

- Please take a moment to complete the pre-polling.
- At the conclusion of today's webinar, we will share a feedback form with you to gather your input on this webinar series. This will help us inform the rest of the series – please take a moment to complete it, even if you didn't attend the prior webinars.

Predictive vs. Change Driven Activity Design

- **Predictive (waterfall)** life cycle activity design
 - Activity's schedule, scope and cost are defined at the start
 - *"Plan the work, work the plan"*
 - Assumes everything can be planned for up front, doesn't allow for change
- **Agile/adaptive (change-driven)** life cycle activity design
 - Accommodates change that could not be Identified during project design
 - Project components are repeated from year-to-year to monitor and adapt project activities based on performance and environmental changes
 - Allows for incremental changes to be accommodated without disruption
 - Enables project activities and scope to be modified if necessary

Predictive (Waterfall) Project Management

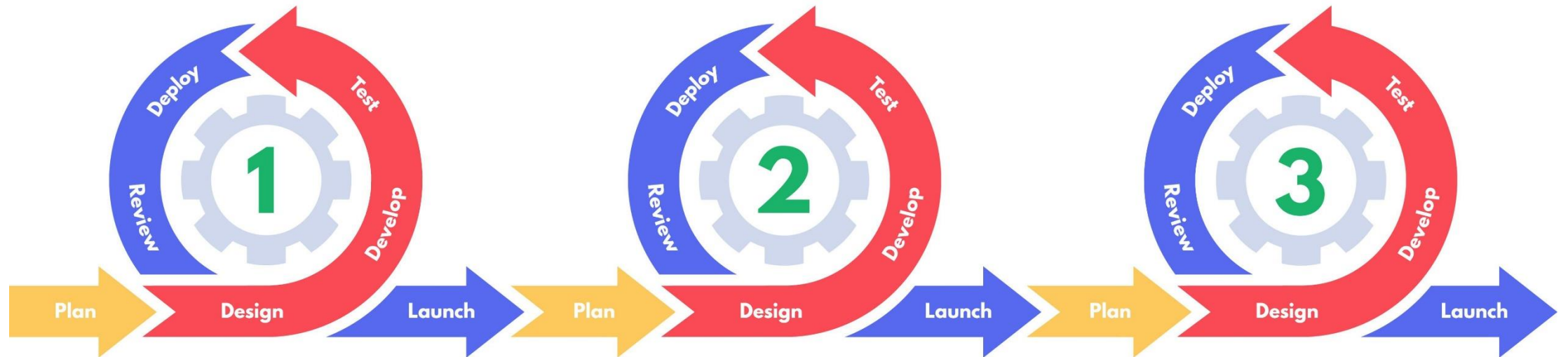


Citation: Monday Blog. *A complete guide to the Waterfall methodology in 2023*. Updated January 1, 2023.

<https://monday.com/blog/project-management/waterfall-methodology/>

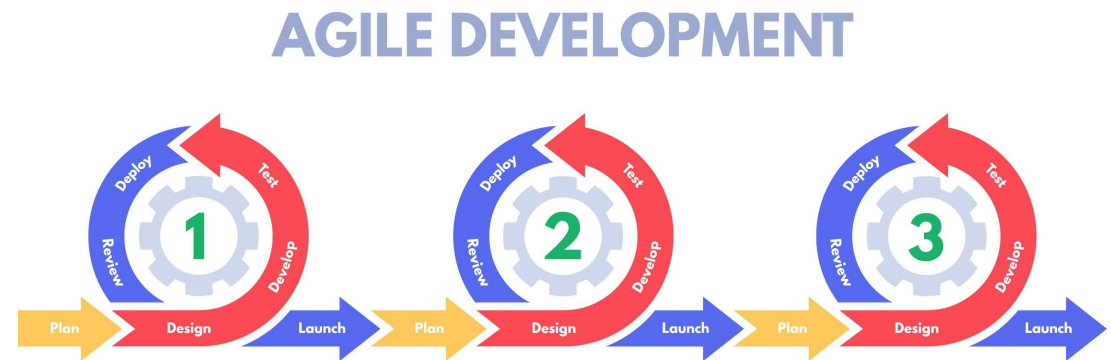
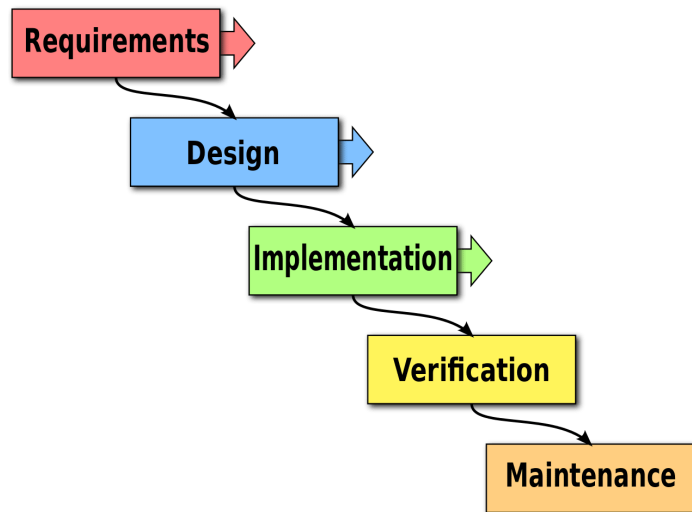
Agile/Adaptive (Change-Driven) Project Mgt.

AGILE DEVELOPMENT



Polling Question

What is your project management approach?
Predictive or Agile/Adaptive



Waterfall Question

- Please enter into the chat a response that completes the below statement
- DO NOT hit enter until instructed (otherwise we have a trickle, not a waterfall)

What resources do you need to improve performance management...

- Wait to hit enter until instructed! 😊

Reminder – Key Terms

- **Outputs**

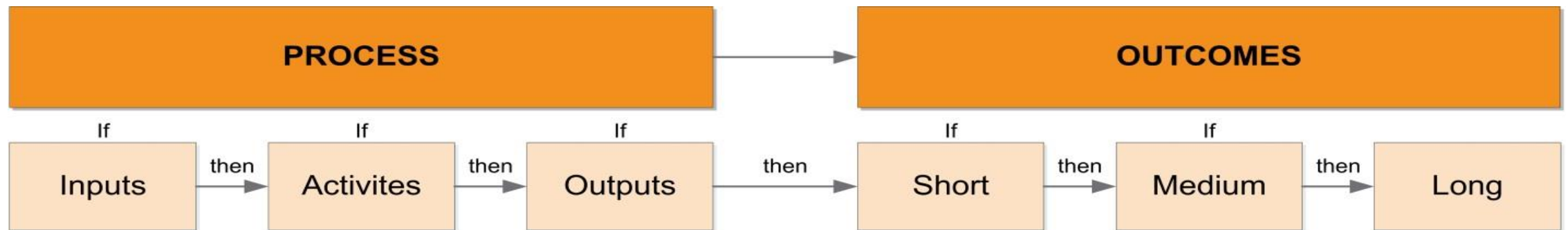
- Measure that an activity has occurred, stepping-stones used to move forward

- **Outcomes**

- Measurable change resulting from an activity or series of activities. Outcomes can be short-term, intermediate, and long-term.

Outputs vs. Outcomes

- **Outputs** – Used to monitor program activities
 - # of CAH personnel attending financial training
 - # of participants who report improved knowledge from training
- **Outcomes** – Used to monitor benefits to participants
 - % improvement in CAH margins
 - % reduction in days in accounts receivable



Activities without Outcomes

- Education in form of webinars/workshops will not have *outcomes* directly associated with them, will have *outputs*
- Assessments
 - Findings can lead to developing projects that have outcomes
 - Annual assessments provide information leading to needed changes
- Projects
 - A series of activities that lead to one or more outcomes
- Outputs are still important
 - Track participation in projects, monitor capacity in your state, know how many made changes based on participation in projects

Example - Peer Group Meetings

- SFP organizes a quarterly peer group meeting of Chief Executive (CEOs) and Chief Financial Officers (CFOs)
- Participants share information, provide input into their needs for development of future SFP activities and funding years
- Outputs
 - Changes in rates of participation
 - Percentage of respondents who find the meetings useful
 - Anecdotal evidence (stories) of change due to information shared

Projects with Outcomes

- All activities are not the same
 - Some may not have outcomes in the first year
 - Some may have different outcomes to measure for each facility
- Simplify this process
 - Use best practices/examples provided
- Tailor outcome measures to phase in the program life cycle
 - *Early phases* – focus on capacity building
 - *Later phases* – activities that directly CAH performance and improve outcome metrics

Projects with Outcomes – Financial/Operational Improvement

- Building capacity – chargemaster reviews
- Chargemaster reviews identify and correct errors and omissions in a CAH's chargemaster to provide a foundation for its revenue cycle
 - Gross price per discharge - gross inpatient revenues/total admissions
 - Gross price per visit - gross outpatient revenues/outpatient visits
 - Gross revenue per adjusted admission - total patient care revenue/adjusted admissions
 - Net revenue per adjusted admission - total patient revenue – total deductions/adjusted admission

Projects with Outcomes – Financial/Operational Improvement

- Improving performance – revenue cycle improvement
- Improve administrative functions - claims processing and payment to ensure prompt and appropriate payment
 - % of claims denied - number of claims denied/aggregate number of claims submitted
 - Days in accounts receivable (AR) - total AR/average daily charges
 - % of AR over 60, 90, and 120 days
 - Net collection percentage
 - Net patient revenue per patient encounter

Projects with Outcomes – Improving Patient and Family Engagement (Cohort-Based)

- Short-term (capacity building)
 - % participation by CAH cohort members in program activities
 - % improvement in participant surveys measuring understanding of PFE metrics, how to implement and why
- Intermediate-term (agency performance improvement)
 - % of completed admission checklists per CAH
 - % of completed bedside shift reports per CAH
 - % of liaison engagements with patients and families per CAH
- Long-term (system performance improvement)
 - % improvement in pre-discharge patient satisfaction surveys per CAH
 - % improvements in HCAHPS scores by CAH
 - % increases in patient utilization of services

Projects with Outcomes – Improving Response to Time Critical Diagnoses (EMS)

- Short-term (capacity building)
 - # and % of EMS agencies equipped to perform 12-lead EKGs
 - # and % of staff with training on recognition of STEMI and stroke
- Intermediate-term (agency performance improvement)
 - # and % increase in patients receiving PCI within 90 minutes from first medical contact for STEMI
- Long-term (system performance improvement)
 - % reduction in the inpatient mortality rate of patients treated for STEMI by participating EMS agencies

Projects with Outcomes – Diabetes Prevention and Management Programs

- Short-term (capacity building)
 - # and % of CAHs using patient registries to track diabetic patients
 - # and % of patients receiving diabetic education
- Intermediate-term (CAH performance improvement)
 - # and % of patients receiving regular HbA1c testing, eye exams, and medical attention for complications
 - Reduction in the # and % of patients with poor control of daily blood glucose level
- Long-term (system performance improvement)
 - % reduction in emergency department use due to complications from diabetes for participating patients

Tools to Use

- New Work Plan Template
- [Flex Program Logic models](#) (includes theory of change)
- FMT briefs on outcome measurement for [financial and operational performance improvement, EMS, and population health](#)
- [Flex Performance Management/Evaluation Guide](#)

Questions?

Flex Monitoring Team



A Performance Monitoring Resource for Critical Access Hospitals, States, & Communities

Thank you!

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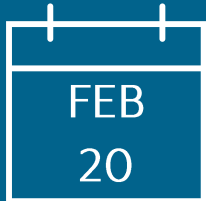
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Small Group Exercise

- You will meet in a breakout room with a small group of participants
- Review the data on the screen and follow the prompts of the facilitator
- Discuss as a group your responses to the 6 questions on the screen
- A member from TASC or FMT will be there to guide you and to document your group's answers
- 20 minutes in breakout room to complete the activity and then we will return for sharing results and announcements

See you at the final webinar!

Designing
Measurable
Outcomes
that Demonstrate
Program Impact



Tuesday, February 20, 2024

12:00 p.m. PT | 1:00 p.m. MT | 2:00 p.m. CT | 3:00 p.m. ET

Please complete the feedback form.

Contact us with questions!

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