



NATIONAL
RURAL HEALTH
RESOURCE CENTER

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Developing a Good State Flex Program Work Plan TASC 90 Webinar

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February 13, 2013



Discussion Outline

- Importance and value of a framework
- Documenting measureable outcomes
- Multi-year activities: thinking beyond a one-year budget



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Section One

Importance and Value of a Framework



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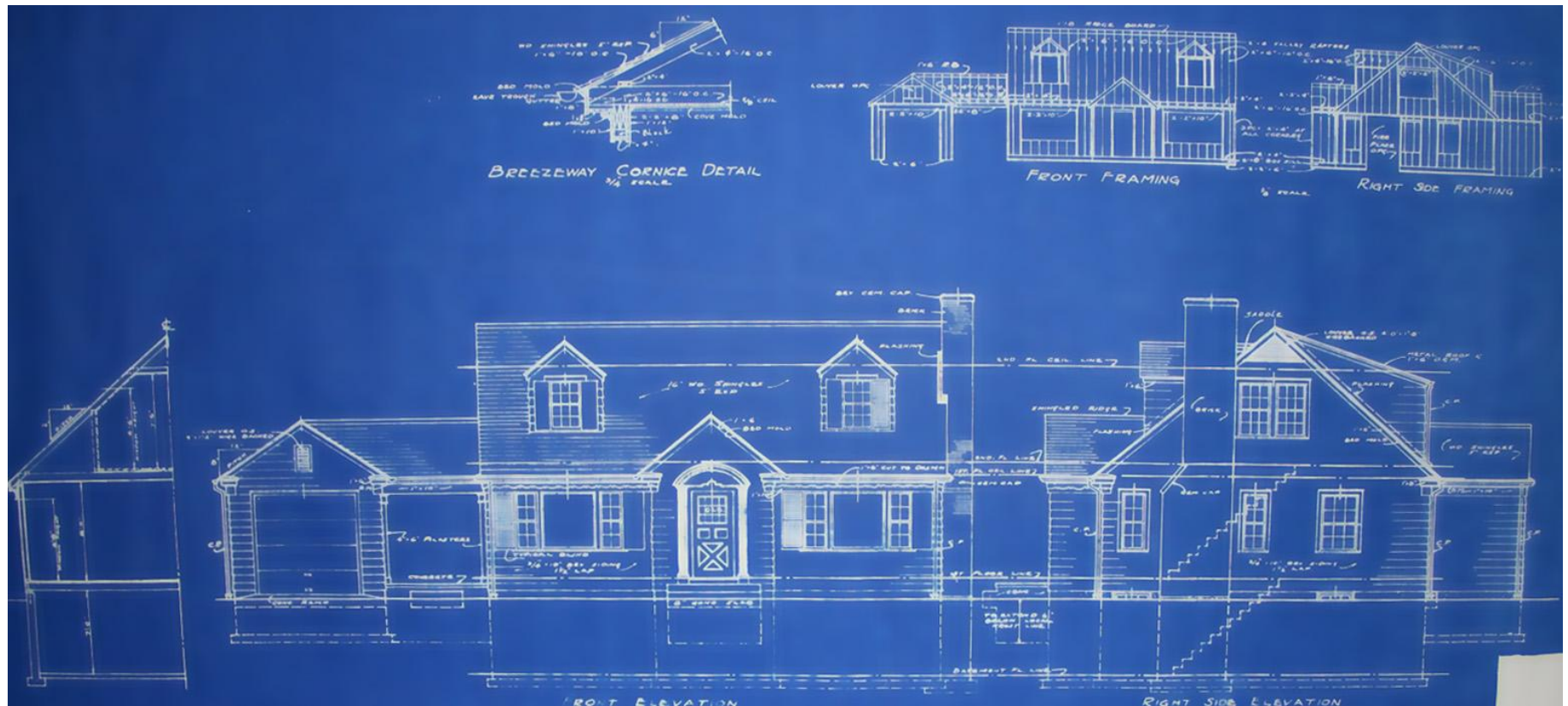
Don't Build Your House Without a Blueprint





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Frameworks Provide a Blueprint



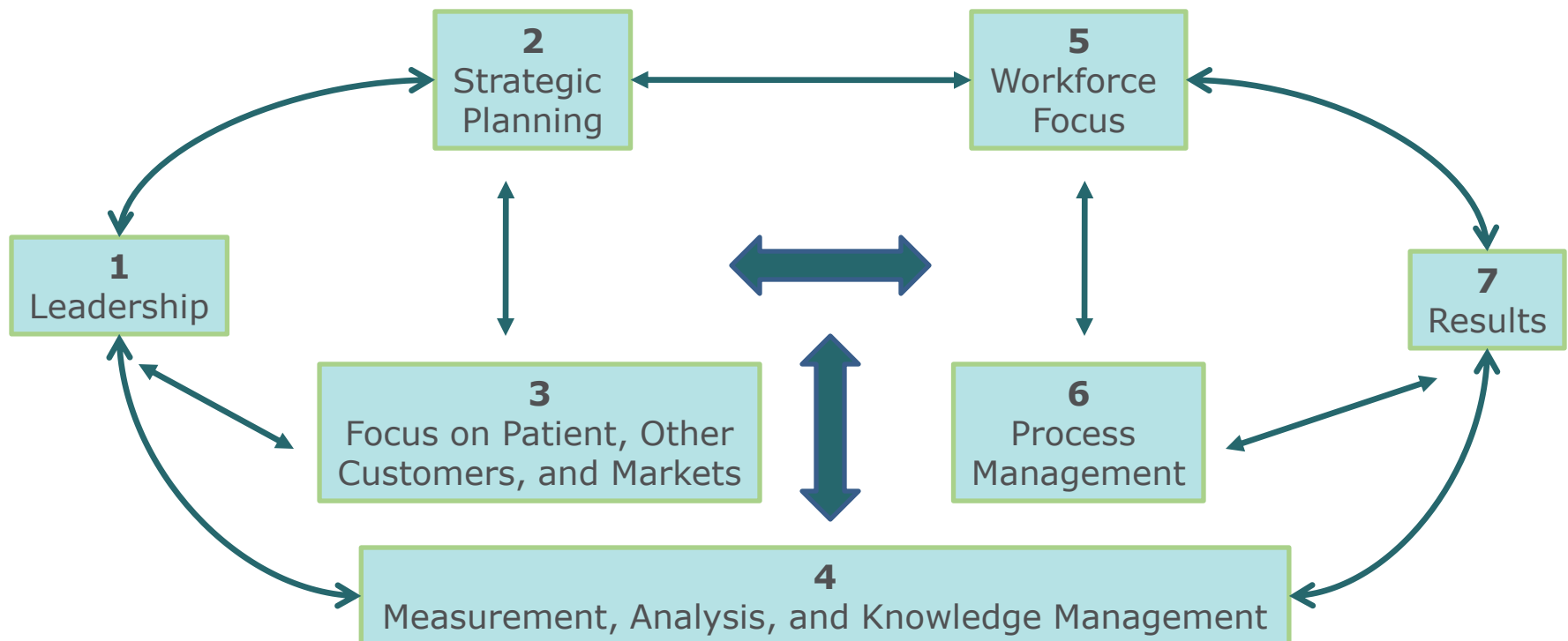


Frameworks and Tools

- Baldrige
- Balanced Scorecard
- Logic Model

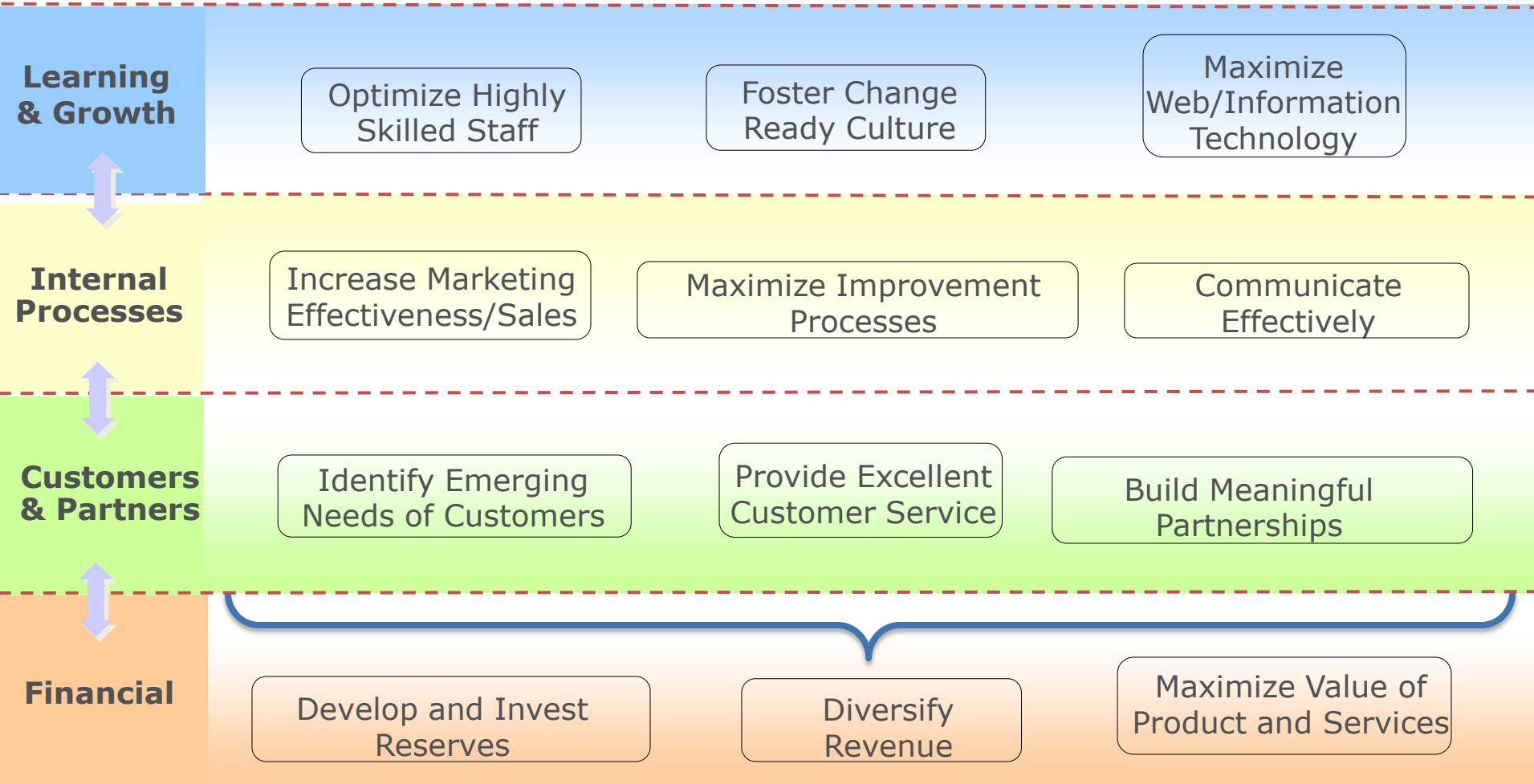


Baldrige Performance Excellence Framework



Formula for Center Excellence

FY 2012
3-28-11



Mission: The National Rural Health Resource Center provides technical assistance, information, tools and resources for the improvement of rural healthcare. It serves as a national rural health knowledge center and strives to build state and local capacity.

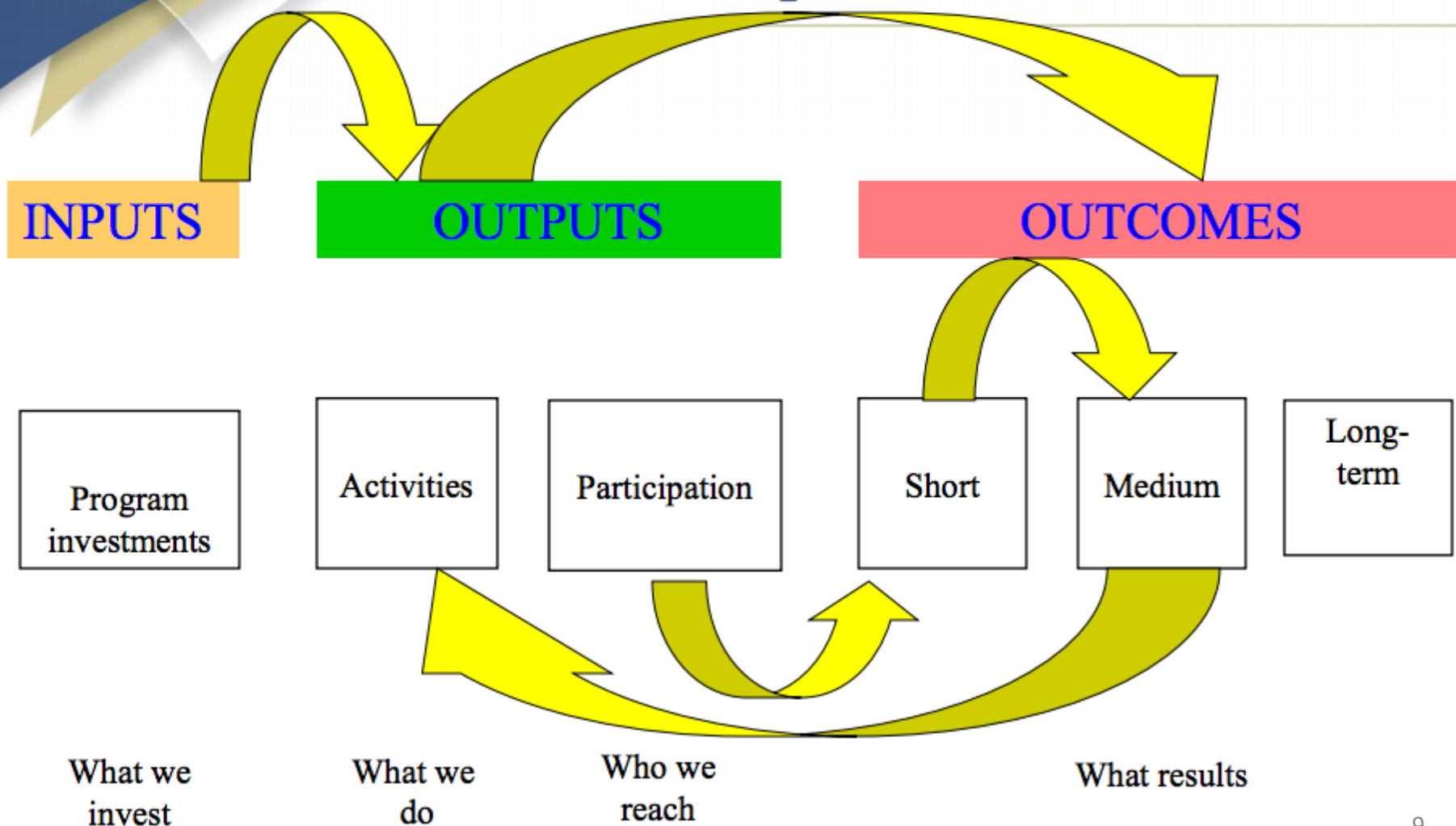
Vision: The National Rural Health Resource Center will be the premier national resource for rural health information, education and technical assistance and serve as a catalyst for improved healthcare delivery in rural communities.

Strategy Statement: Tailored to customer needs, The Center provides rural health knowledge, education, and resources through collaboration and innovation while ensuring excellence. The Center works with organizations to improve and sustain the health and well being of rural communities.



Programs aren't linear

Feedback loops and multi-dimensions





Discussion: Frameworks

- Why did you choose to use a particular framework?
- If you are using more than one, do they relate to each other?
- What have been the benefits of the framework? Challenges?
- What recommendations do you have for your peers?



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Section Two

Documenting Measureable Outcomes



Frameworks Aid in Visioning Outcomes

- What is an output?
- What is an outcome?



Output

- Direct products of program activities
- Tangible results from the completion of activities or initiatives that support the project objectives
- Examples:
 - Amount of technical assistance provided to CAHs
 - Held a workshop on ICD-10.
 - Outputs are what you did, not what happened as a result of what you did.
- Outputs are the widget made by the factory, not changes as a result of the widget.



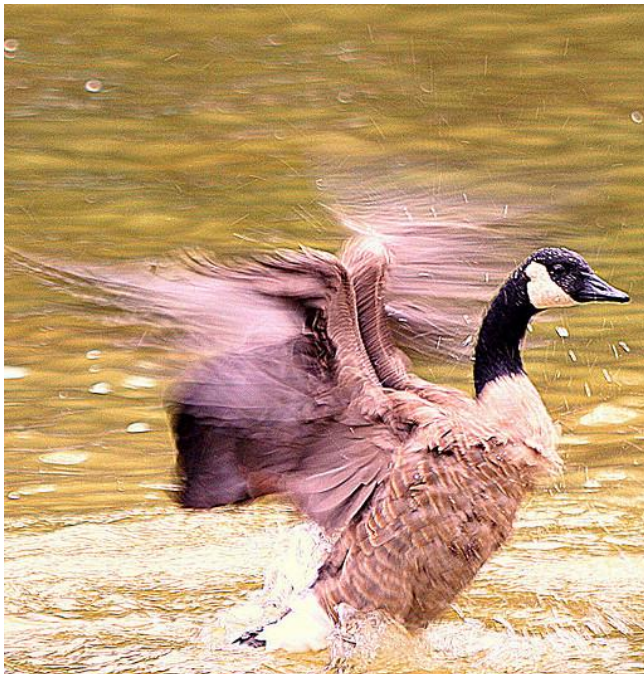
Outcome

- Results of program operations or activities; the effects triggered by the program
- Changes or benefits to individuals, groups, organizations and or communities that result from program outputs
- Example:
 - After attending an ICD-10 workshop, 6 hospitals implemented a comprehensive plan to transition from ICD-9 to ICD-10
- Outcomes are what happens as a result of the widget, not the widget itself



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Output



How many times a
bird flaps its wings

Outcome



The distance the bird travels



Discussion: Documenting Outputs and Outcomes

- What tools or methods do you use to track and document outputs and measureable outcomes in a certain core area?
- What recommendations do you have for your peers?



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Section Three

Multi-year Activities:
Thinking Beyond a
One Year Budget



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Sailing Doesn't Always Go As Planned



- You may encounter obstacles, lose or gain resources, get blown off course, or even need to set a new destination based on changes in circumstances



Discussion: Multi-year Activities

- How do you build multi-year activities?
- When have you changed a one-year activity into a multi-year activity?
- What have been the benefits of multi-year activities? Challenges?
- What recommendations do you have for your peers?



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Resources Available on TASC Web Site

Four Performance Management Tools: An Overview of Balanced Scorecard, Baldrige, Lean and Studer

Outlines four performance management tools: Balanced Scorecard, Baldrige, Lean, and Studer; which are methods for managing performance improvement with small rural hospitals. The tools can be used independently or in combination to fit the unique challenges and culture of rural health organizations.



Resources Available

Balanced Scorecards for Small Rural Hospitals: Concept Overview and Implementation Guidance

Describes the process of implementing a Balanced Scorecard (BSC) initiative in a small rural hospital setting, including how to identify if an organization is ready for the implementation phase, what the various steps are in the process, what key principles need to be considered that are common to rural hospitals, and what a rural hospital BSC would look like.



Resources Available

Baldrige Framework used to Address Flex Program Challenges

Achieving a high level of performance for most CAHs involves changing the culture of the organization, improving communication at all levels of the organization, and enhancing the processes. The Nebraska Office of Rural Health has adopted the Baldrige National Quality Model to address challenges and improve Flex Program performance.



Resources Available

State Flex Program Logic Model

Lays out the basic process for developing and integrating Logic Model into the State Flex Program from the Wisconsin Office of Rural Health.

Logic Model Flow Chart

Provides an example logic model flow chart that includes: assumptions, resources/inputs, activities, outputs, outcomes and impacts.



Resources Available

Webinar: Using Logic Models for Flex Program Planning, Management, Evaluation, and Reporting

Describes a three step process to assist State Flex Program staff in using logic models to develop a visual representation of their underlying program rationale by:

- Identifying antecedent conditions (i.e., the problems of interest) that program interventions are designed to address.
- Identifying antecedent conditions target by the proposed interventions (i.e., ensuring that proposed activities target the underlying problems impacting CAHs, rural communities, and rural EMS systems.
- Representing measurement in the logic model (i.e., how do we know that program interventions are likely to have the desired impact).



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Resources Available

Webinar: TASC 90 - Outputs Versus Outcomes

Provides information regarding the development of project outputs and anticipated outcomes from the Rural Hospital Performance Improvement Program.



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