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Things You Wish You Knew the First 6 Months on the Job Facilitated Discussion



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Agenda

- FLEX Program Background
- Project Life Cycle
 - Initiation Phase
 - Planning Phase
 - Executing Phase
 - Closing Phase
- Group Discussion



FLEX Program Background

- Balanced Budget Act (BBA) 1997
 - Established Medicare Rural Hospital Flexibility Program
 - Goals of FLEX Program
 - Improve Quality of Care in CAHs (Critical Access Hospitals)
 - Improve Financial Operations of CAHS
 - Improve Operational outcomes of CAHS



FLEX Program Background

- Where is the FLEX Grant “housed” in your state?
 - Typically in SORH (State Office of Rural Health)?
- FLEX Program enables states to:
 - Assess community health
 - Assess EMS (Emergency Medical Services) needs of CAHs
 - Improve Community/Population health
 - Improve critical diagnoses ID and management time
 - Support transition to value-based healthcare models for CAHs



Project Life Cycle

- 4 Phases of Project Life Cycle



Source: <http://www.method123.com/project-lifecycle.php>



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Initiation Phase

Project
Initiation

- Project conceptualization process
 - Outline basic processes to start project
 - Define what the project is to accomplish
- Pre-Grant Award
 - Scope of activities necessary to execute objectives of grant proposal
- Core Competencies for State Flex Program Excellence Self-Assessment



Initiation Phase

- **Subcontractor Selection Criteria**

- Good written and oral communication skills
- An established and trusted relationship with rural hospitals
- Obtaining references from trusted sources
- Clear understanding of project deliverables
- Availability to perform work load within grant time constraints
- Social media or web based presence
- Following states guidelines for subcontractors (if available)



Planning Phase

Project
Planning

- Develop individual subcontracted projects
 - Define Scope of Work (SOW), Deliverables & Payment for Services
 - SOW – clearly defined deliverables tied to definitive timeline and completion dates
- How does your state FLEX team complete the planning phase work?
 - RFP (request for proposal) process, collaboration with state partners, SORH team input?



Planning Phase

- Deliverables
 - Contract execution date (Kick-off)
 - Major Milestones
 - Deliverable / Completion Date
- Payments
 - Tied to specific deliverables
 - Options for withholding payment if deliverables not met
 - Partial payments; non-payment; termination of agreement



Planning Phase

- Data Sharing
 - FLEX Monitoring Team (FMT) data reports
 - Medicare Beneficiary Quality Improvement Project (MBQIP)
 - Data available through state partners
 - State Hospital Association
 - State Rural Health Association
 - Quality Improvement Organization
 - State Health Information Exchanges
 - Use of Data Use Agreements / Non-Disclosure Agreements?



Data Sharing

- FMT Available Reports:
 - [Critical Access Hospital \(CAH\) Financial Indicators Report: Summary of Indicator Medians by State](#)
 - State & National Median Values for 22 Financial Indicators
 - [Critical Access Hospital Measurement & Performance Assessment System \(CAHMPAS\)](#)
 - Financial, Quality & Community-Benefit Performance of CAHs



Execution Phase

Project
Execution

- Monitor / Manage Work Output
 - Technical Monitoring
 - Tracking and reporting progress on key performance indicators & timely completion of deliverables
 - [Engaging Subcontractors and Partners in Demonstrating Outcomes](#)
 - Financial Monitoring
 - Revenue Cycle Management
 - [Flex Program Sub-Contract Tracking Spreadsheet](#)



Closure Phase

Project
Closure

- Project Close-Out Process
 - Submittal of closeout notice
 - Submission of final deliverables
 - Submission of final invoices
- How does your state address un-met Contract Deliverables?
 - Deliverable timeline not met
 - Scope of work not completed
 - Data/reports not delivered
 - Failure to provide benchmarking tools or demonstrate outcomes of project



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Conclusion

- FLEX Program is in place to provide resources for CAHs to improve the quality of care provided to rural patients
 - Imperative that the FLEX Program can demonstrate the impact of federal investment on rural communities
 - Must be able to tell our story
 - Tracking and demonstrating success through benchmarks & utilization of available data strengthens the overall FLEX Program





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