

# *What Makes a High Performing State Flex Program?*

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Monitoring Team**

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# Learning Objectives

- What is a high performing State Flex Program?
  - Understanding the factors that contribute to “high performing” State Flex Programs
  - Alignment with TASC’s core competencies
  - Review FMT’s framework for high performing Flex Programs
- Using the framework to enhance state performance

# Domains of Flex Program Performance

# Domain I: CAH and Community Engagement, Planning, Assessment

- Essential element of a successful Flex Program
- Helps to ensure that Flex-funded initiatives directly target the most pressing CAHs and community needs
- Supports their participation in Flex-funded initiatives
- Improves data collection/reporting on performance improvement

# Domain I: Competencies

- Ongoing process to engage and assess CAH and community needs
  - CAH and community stakeholder advisory panels
  - Regular meetings/process to obtain input
- Communicating effectively
- Networking
- Building partnerships
- Facilitating conversations and relationships
- Knowing/leveraging resources
- Building trust and developing leadership

## Domain 2: Program Implementation, Management, Monitoring

- The heart of a successful high performing Flex Program
  - Focuses on the implementation and management of interventions to address the five program areas
  - Key task:
    - Use evidence-based programs/interventions to address CAH, EMS, and community needs
    - Ensure proper implementation and management
    - Collect process and outcome measures to support program management and document outcomes.

## Domain 2: Competencies

- Understanding policies and regulations impacting hospitals, primary care, reimbursement, rural health, etc.
- Quality/clinical improvement systems
  - Reporting issues – MBQIP, Hospital Compare, HENs, etc.
  - Patient safety programs – Culture of Patient Safety, TeamSTEPPS, etc.
  - Partnerships with QINs-QIOs, state quality improvement systems, hospital associations
  - FMT quality reports and measures



## Domain 2: Competencies (cont'd)

- Hospital Financial and Operational Performance
  - Basics of CAH and related provider reimbursement
    - Preparing for reimbursement system changes
  - Benchmarking - FMT financial and other measure sets
  - Revenue cycle management, LEAN management, etc.
  - Partnerships with hospital finance experts
  - Preparing for reimbursement system changes
  - Understand hospital charity care, uncompensated care, and bad debt issues

## Domain 2: Competencies (cont'd)

- Addressing community health/population health needs
  - Understanding community obligations of hospitals
  - IRS CHNA, strategy plan, community benefit requirements
  - Understanding local/regional systems of care development
  - Linkages with public health and other providers
  - Developing/linking essential community services
    - Mental health, substance use disorders, oral health, primary care, long term care
  - Social determinants of health/population health issues
  - FMT community measures

## Domain 2: Competencies (cont'd)

- Integrating EMS into local/regional systems of care
  - Understanding the role of EMS in local systems of care
  - EMS workforce issues
  - EMS funding/reimbursement issues
  - Supporting community paramedicine
  - Linkages with state EMS bureau
  - FMT EMS measures
  - Time Critical Diagnoses – STEMI, stroke, and trauma
  - Transfer and communication issues

## Domain 2: Competencies (cont'd)

- Future models of health care
  - Understand value-based purchasing concepts
  - Supporting hospital readiness to participate in VBP and/or managed care
  - Understand hospital turnaround and closure issues
  - Support development of new/alternative models of care to meet community needs in the event of closure

## Domain 3, Flex Program Management & CQI

- Focuses on how State Flex Programs manage their internal operations, budgets, and grants
  - Can they establish their own budgets?
  - Do they have the flexibility to establish their own program goals?
- Human resource issues (both internal staffing and external contracting)
  - Can they identify job requirements and hire the individual to best suit those needs?
  - Do they have limitations on external contracting?
- Management of their portfolio of Flex-funded initiatives

## Domain 3 Competencies

- Grants management
- Managing contracts and consultants
- Grant writing skills
- Assessing program performance/improvement
  - Implementing CQI/PDSA processes
- Budgeting
- Human resource management
- Logic modeling – theory of change, identifying measureable process and outcome goals, identifying baselines, analyzing data, reporting progress/outcomes

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