



NATIONAL
RURAL HEALTH
RESOURCE CENTER

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2014 Flex Conference Webinar Series

Framing Rural Health Value

Sally T. Buck
Chief Executive Officer
May 14, 2014



Purpose

The National Rural Health Resource 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:

- Performance Improvement
- Health Information Technology
- Recruitment & Retention
- Community Health Assessments
- Networking



Webinar Series Learning Objectives

- Explore how the core areas of the Flex Program can be supported by performance frameworks in the emerging value-based health care system
- Discover critical access hospital (CAH) and State Flex Program examples of Flex-supported activities in alignment with performance excellence frameworks



Webinar Series Learning Objectives

- Understand Flex Program supportive interventions for financially distressed CAHs on the verge of closure
- Expand the awareness and use of resources targeted to support State Flex Programs and their CAHs



Today's Learning Objectives

- Learn about the CAH Performance Excellence framework, its purpose and categories
- Understand the application of a Performance Excellence framework to the State Flex Program
- Understand the need for sustained CAH turnaround and performance
- Be introduced to the case study CAH to be used for applied learning during the webinar series



Kick-off Webinar Agenda

- Outline of Framing Rural Health Value series
- Overview of Performance Excellence framework with health care transformation
- Relationship of Performance Excellence to Flex and CAH performance – Panel discussion
- Review CAH case study



Webinar Series Structure

- 5 more plenary webinars
 - May 21, June 11, June 18, July 9, July 16
- 1 webinar series outcomes and wrap-up event
 - August 11
- 3 application exercises (one per state)
 - Submit via online learning environment, Moodle
- 3 cohort conversations (one per state)
 - Adobe Connect webinar discussions



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Current Health Care Business Model

Based on volume,
The more you do, the
more money you make





It's Changing!

Triple Aim

- Better health
- Better care
- Lower cost





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Future Health Care Business Model

$$\frac{\text{Quality + Service} + \text{Population Health}}{\text{Cost}} = \text{Value}$$





Reasons for Optimism

- Revenue stream of the future tied to primary care providers
- Lower beneficiary costs in rural
- CAHs have reimbursement advantages
- Rural can change more quickly
- Rural is more community-based
- National Flex Program supports CAHs!



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The Challenge: Crossing the Shaky Bridge



Source: <http://www.flickr.com/photos/67759198@N00/2974261334/sizes/o/in/photostream/>



Basic Assumptions About the Future

- Payment rates: decline overall
- Quality and efficiency: rewarded
- Readmissions and low quality: penalized
- Population health: factored into reimbursement formulas

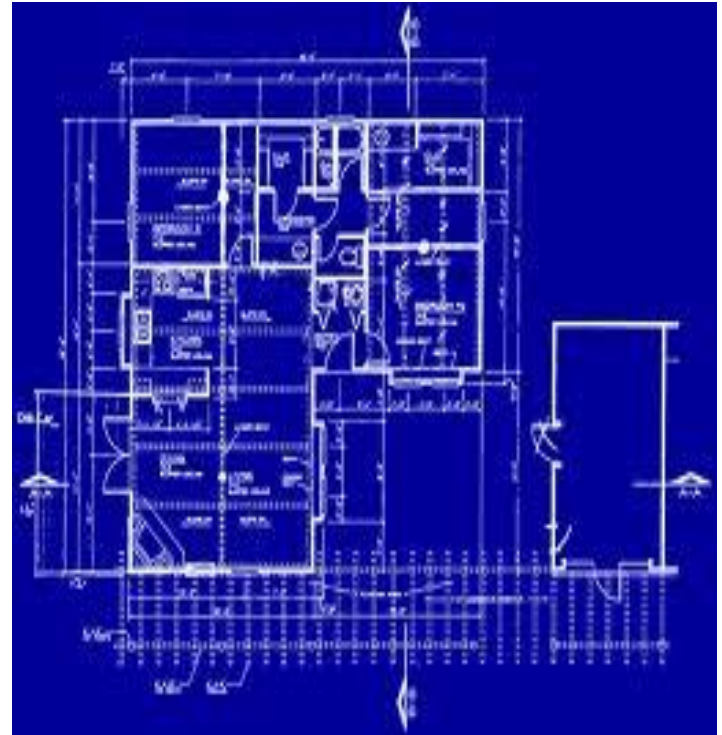


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Baldrige Performance Excellence Framework

A systems based
management tool to
align focus on quality
and performance

***A blueprint for rural
hospitals***





Baldrige Performance Excellence Framework

- Developed in response to a crisis in US competitiveness in 1987
- \$24.6 billion savings on \$120 million cost, a 200:1 ratio
- Health care added as new criteria in 2002
- 20 million copies downloaded in 2010

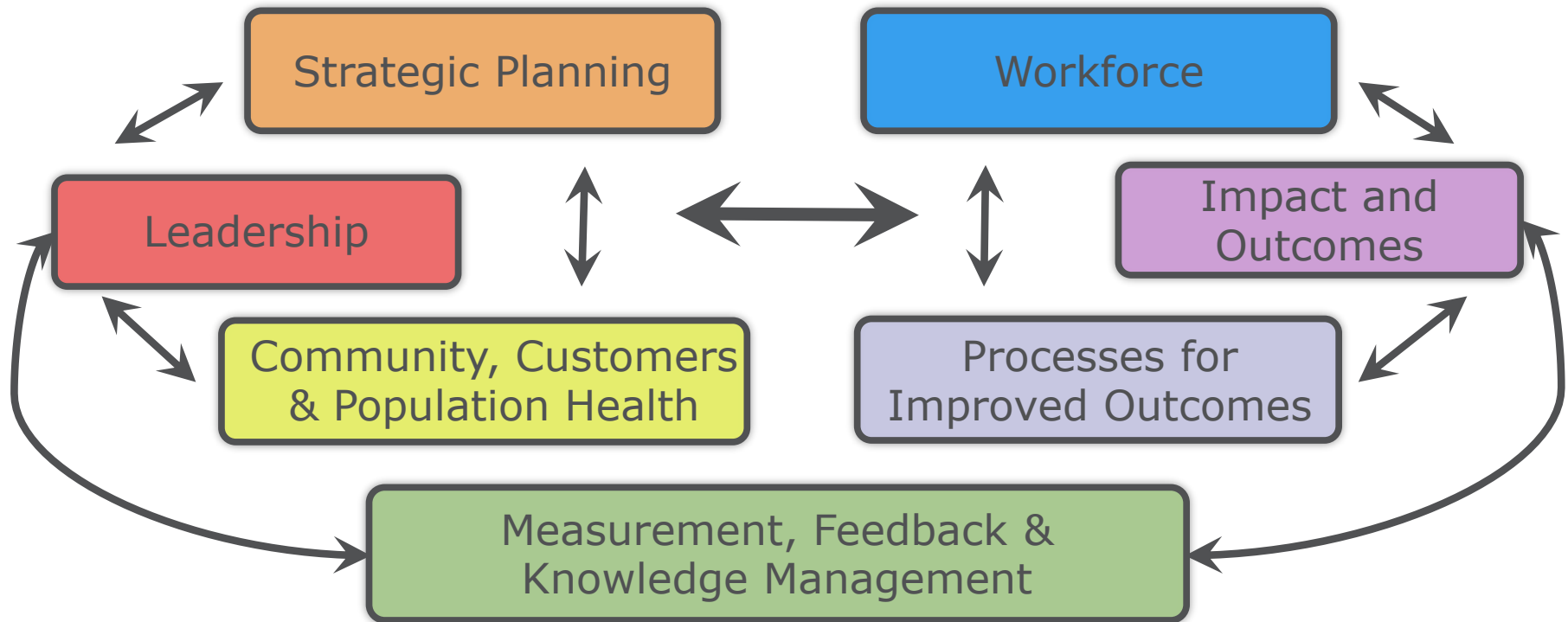


The Framework Supports Health Care Results

- Reduced mortality and patient safety errors
- Increased patient satisfaction
- Population health management
- Increased staff and provider satisfaction
- Increased revenue



Performance Excellence Framework





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Leadership

Enhancing leadership
awareness, alignment,
and capabilities





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Strategic Planning

Planning and aligning initiatives with organizational strategies





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Patients, Partners & Communities

Focusing on patients,
partners and
community health





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Measurement, Feedback & Knowledge Management

Evaluating progress,
managing knowledge and
utilizing tools and
resources.





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Workforce and Culture

Developing workforce capacity and a quality-focused, change-ready culture.





Operations and Processes



Continuously improving
processes, services, and
products



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Impact and Outcomes

Calculating and
communicating value
and impact





Summary

- Leadership support will be critical in helping rural hospitals stay relevant under health reform
- A Performance Excellence framework is a tool to support rural health care leaders focus on system wide improvement
- The framework is flexible and can be used in multiple ways – a starting point is just reviewing the key success factors and taking a critical look at your organization



Framing Rural Health Value

Kristi Martinsen

**Department of Health and Human Services
Health Resources and Services
Administration
Federal Office of Rural Health Policy**

Background

- The *DHHS National Quality Strategy* and 3 aims
 - <http://www.ahrq.gov/workingforquality/>
 - 2013 Annual Report on progress:
 - <http://www.ahrq.gov/workingforquality/reports.htm>
- Contextualizing the 3 aims into a rural environment:
 - Better Care
 - Healthy People/Healthy Communities
 - Affordable Care

Background, cont.

- What else is going on? Nationally and within your states?
- What are the broad themes regarding quality improvement, shared by federal entities, state entities associations, foundations?
- QIO program - new cycle beginning this summer; what is their focus?
- How can we sync rural needs and priorities with national (rural and urban) healthcare needs and priorities? Is there overlap?

Where We Are

- Reflecting after 4 years (Evaluation within NCC)
- Three core areas (+ conversion)
- Quality improvement program and data (MBQIP)
- Variation of effective interventions
- Myriad of process and outcome data
- Unique methods and models of engaging partners at the CAH and state level

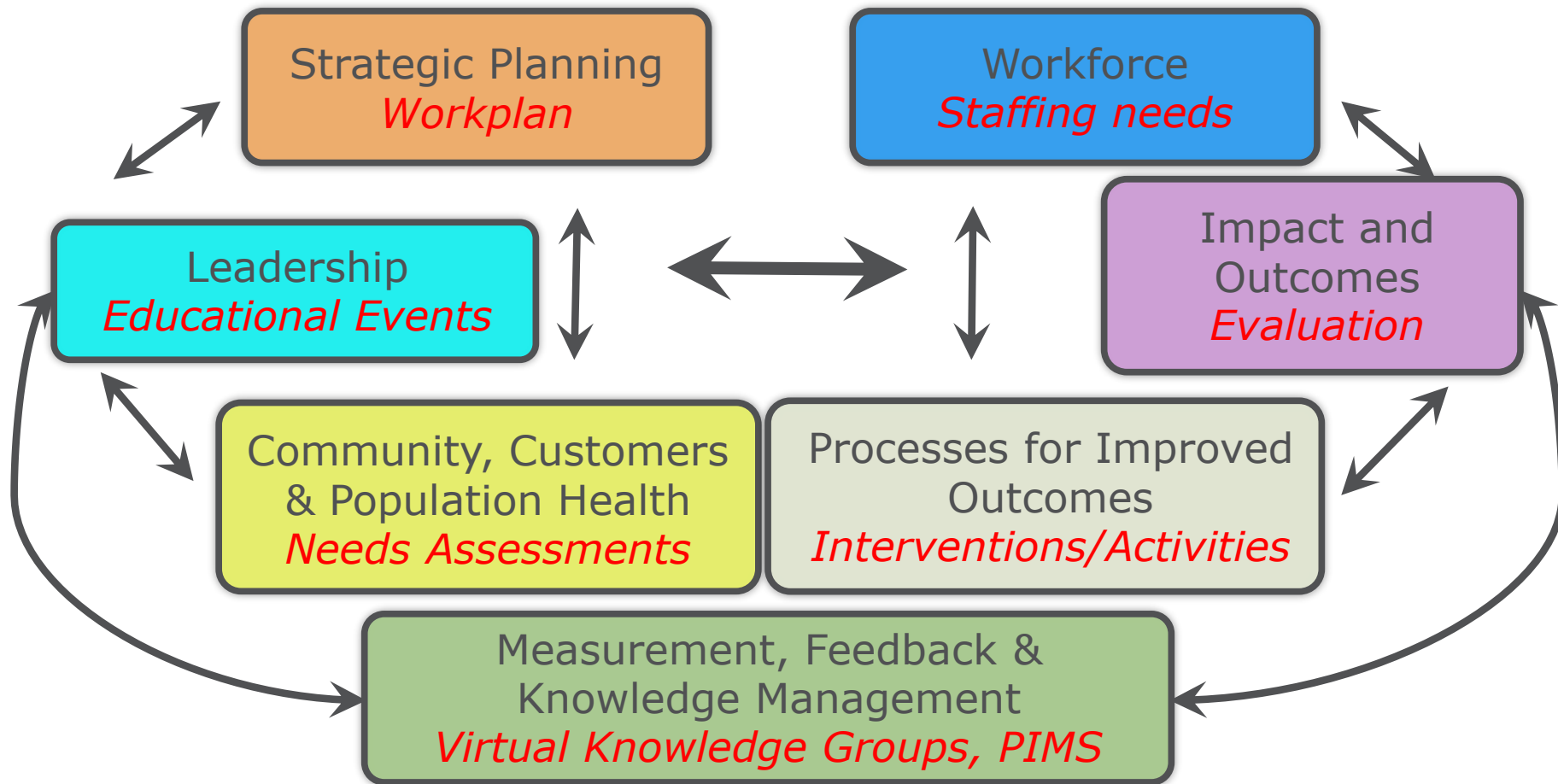
Where We Are.....Challenges

- ORHP challenge regarding measuring impact (nationally), as well as at the state level
- Excessive variability in grantee projects and measures
- Grantee tactics applied to determine need, and focusing upon those areas where need is greatest (case-mix, engaging high and low performers)
- Stability of MBQIP (ORHP and grantee), consistent and accurate reporting as well as an overall strategic plan - balancing CAH data collection priorities
- Merging with national priorities in a thoughtful and strategic manner (ORHP and grantees)

Where We Want To Get To

- Less variation in measures and activities across states
- More focused technical assistance using cohort groups; rationale provided for intensity and type of technical assistance (levels)
- Merging with national quality strategy aims and goals
- Data-driven projects
- Expanding partnerships
- At the end of 3 years, each grantee and ORHP will be able to tell a detailed story using concise metrics (qualitative and quantitative)

Performance Excellence Framework



Modified from Baldrige Performance Excellence Framework

Benefits of Using a Performance Excellence Framework for CAHs and State Flex Programs

John Gale

Flex Monitoring Team

Maine Rural Health Research Center

Framing Rural Health Value Webinar

May 14, 2104



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

**Flex
Monitoring
Team**

**University of Minnesota
University of North Carolina at Chapel Hill
University of Southern Maine**

Importance of a Performance Excellence (PE) Framework for CAHs

- Hospital turnaround interviews suggest the need for a comprehensive performance improvement strategy
- Hospitals in crisis rarely struggle with only one issue
- Quality, financial, and patient relation problems clearly influence community and patient perceptions
- A PE framework allows a structured approach to performance improvement across key domains
- It also provide as context for communicating performance improvement success to patients and key community stakeholders

Importance of a PE Framework for State Flex Programs

- Use of a PE framework provides consistent data on hospital performance across participating CAHs
- Hospital performance data can be used to identify and develop appropriate interventions to address priority performance issues
- Consistent data allow states to monitor the impact of Flex funded performance improvement initiatives and make necessary programmatic adjustments
- A PE framework facilitates reporting of program outcomes and performance to key stakeholders

New England Performance Improvement Collaborative

- Collaborative initiative of Flex Programs in Maine, New Hampshire, Massachusetts, and Vermont
- Funded report identifying a set of core rural-relevant measures that represent a common set of widely adopted performance measures using a balanced scorecard approach
- IHI HCAHPS Project – assist rural hospitals with best practices for patient engagement and satisfaction.
- Governance Portal – a web based training tool for hospital board members broken into 11 modules
- Share success and lessons among participants



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Hospital Performance Excellence



West Shore Medical Center, Manistee, Michigan

WSMC's Baldrige Performance Excellence Grid

Mission

Vision

Mission: Providing Quality Care Close to Home

Values: Compassionate Care, Commitment to Community, Teamwork and Communication, Excellence Everyday, Stewardship

Vision: West Shore Medical Center will be the health care provider of choice for the greater Manistee area.

Strategic Imperative #1 Quality and Safety	Leadership <ul style="list-style-type: none">Communicate benefitCommunicate expectations & accountabilityProvide/Sustain resourcesAdhere to law, regulation, standardsCreate environment for engagement and learning	Strategic Planning <ul style="list-style-type: none">Develops strategies to close gap between mission and visionImplements strategy – action plansEvaluates/Adapts strategySet SMART GoalsProjects future environment	Customer Focus <ul style="list-style-type: none">Who are the Customers of this initiative?What do they expect?How do you listen and learn from them?Engage them?	Measurement, Analysis, and Knowledge <ul style="list-style-type: none">Set goals based upon established best practiceBest practice comparisonInternal data collection & review process	Workforce Focus <ul style="list-style-type: none">Who will do this?How will we recruit them?Train them?Retain them?Alignment of goals with performance management system?	Operations Focus <ul style="list-style-type: none">What are the core operational processes?How do we design, manage and improve them?What are the customer requirements of these processes?	Results <ul style="list-style-type: none">How will we know if we are realizing our vision?Have we achieve the goals set in our strategic plan for patient outcomes? Service? Processes? Workforce? Leadership? Finance?	
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Strategic Imperative #2 Patient Experience	Leadership <ul style="list-style-type: none">Communicate benefitCommunicate expectations & accountabilityProvide/Sustain resourcesAdhere to law, regulation, standardsCreate environment for engagement and learning	Strategic Planning <ul style="list-style-type: none">Develops strategies to close gap between mission and visionImplements strategy – action plansEvaluates/Adapts strategySet SMART GoalsProjects future environment	Customer Focus <ul style="list-style-type: none">Who are the Customers of this initiative?What do they expect?How do you listen and learn from them?Engage them?	Measurement, Analysis, and Knowledge <ul style="list-style-type: none">Set goals based upon established best practiceBest practice comparisonInternal data collection & review process	Workforce Focus <ul style="list-style-type: none">Who will do this?How will we recruit them?Train them?Retain them?Alignment of goals with performance management system?	Operations Focus <ul style="list-style-type: none">What are the core operational processes?How do we design, manage and improve them?What are the customer requirements of these processes?	Results <ul style="list-style-type: none">How will we know if we are realizing our vision?Have we achieve the goals set in our strategic plan for patient outcomes? Service? Processes? Workforce? Leadership? Finance?	
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Strategic Imperative #3 Access	Leadership <ul style="list-style-type: none">Communicate benefitCommunicate expectations & accountabilityProvide/Sustain resourcesAdhere to law, regulation, standardsCreate environment for engagement and learning	Strategic Planning <ul style="list-style-type: none">Develops strategies to close gap between mission and visionImplements strategy – action plansEvaluates/Adapts strategySet SMART GoalsProjects future environment	Customer Focus <ul style="list-style-type: none">Who are the Customers of this initiative?What do they expect?How do you listen and learn from them?Engage them?	Measurement, Analysis, and Knowledge <ul style="list-style-type: none">Set goals based upon established best practiceBest practice comparisonInternal data collection & review process	Workforce Focus <ul style="list-style-type: none">Who will do this?How will we recruit them?Train them?Retain them?Alignment of goals with performance management system?	Operations Focus <ul style="list-style-type: none">What are the core operational processes?How do we design, manage and improve them?What are the customer requirements of these processes?	Results <ul style="list-style-type: none">How will we know if we are realizing our vision?Have we achieve the goals set in our strategic plan for patient outcomes? Service? Processes? Workforce? Leadership? Finance?	
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	Communication Plan	Strategic Plan	Budget	Customer Service Ethic & Plan	PI Plan and Information Flow	HR Plan	PI Plan & Facility Plan	Corporate, Departmental, and Medical Staff Balanced scorecards



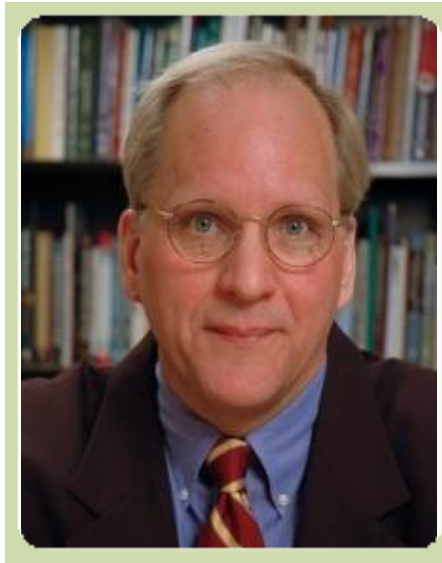
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Panel Members



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Panel Insights on Performance Excellence

- Why should Flex Programs use a performance excellence framework?
- Why should CAHs use a performance excellence framework?
- What changes and outcomes have you seen in CAHs using a framework?



Panel Insights on Performance Excellence

- Frameworks can be overwhelming. How does a small Flex Program or CAH implement it?
- How has a performance excellence framework helped support the changing health care system?



Next Event

- Wednesday, May 21, 2:00 – 3:00 pm CDT
- Plenary Webinar #1: Leadership and Strategic Planning
- Speakers:
 - Terry Hill, MPA, The Center;
 - Ray Christensen, MD, School of Medicine, University of Minnesota-Duluth;
 - Kathy Johnson, Johnson Memorial Health Services



Case Study: Community Memorial Hospital



- 3 short exercises applying the performance excellence framework to struggling case study CAH
- Post individual recommendations in Moodle
- Discuss and create group recommendations during cohort calls
- TASC to disseminate final recommendations



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We are in this Together





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“Even if you’re on the right track,
you’ll get run over if you just sit there.”
-Will Rogers



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