



NATIONAL
RURAL HEALTH
RESOURCE CENTER

Quality Improvement

SHIP TA Team

February 27, 2020

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



Objectives

- Increase knowledge about successful State SHIP Quality Improvement Investment Activities
- Learn about network and consortium development
- Gain insights regarding overall quality improvement activity goals, challenges, and outcomes





GEORGIA DEPARTMENT
OF COMMUNITY HEALTH

Georgia SHIP Program - “HCAHPS to Guide Change”



Dawn Waldrip
Director, Hospital Services
Georgia State Office of Rural Health

Date: 2/27/2020



Mission:

The mission of the Department of Community Health is to provide access to affordable, quality health care to Georgians through effective planning, purchasing, and oversight.

HCAHPS to Guide Change

Objectives

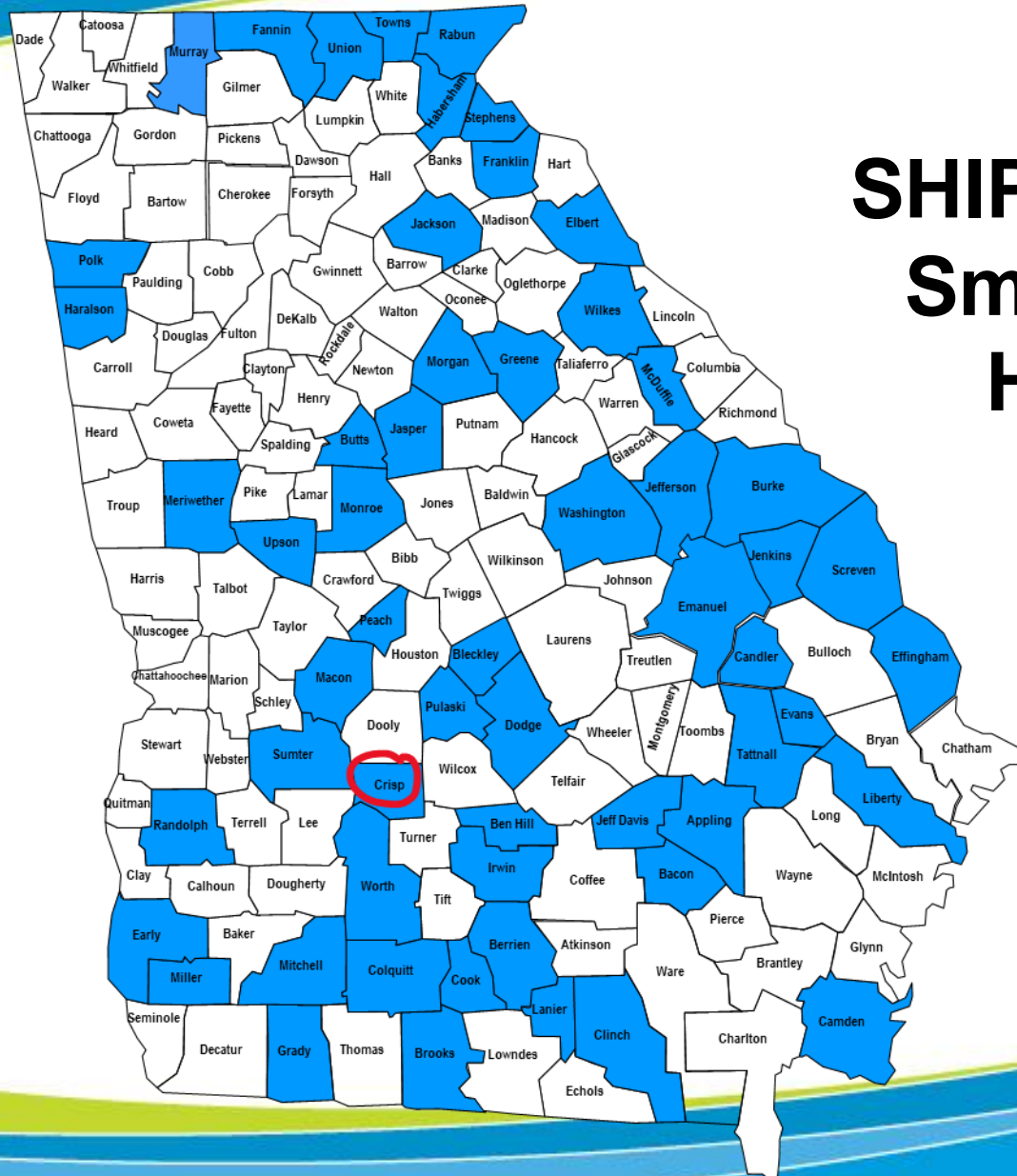
Provide background on the development of the Consortium

Explain why we chose this consortium for our SHIP hospitals

Outline overall goals and outcomes we hope to achieve with this project



The Georgia Small Hospital Improvement Program (SHIP) is managed by the State Office of Rural Health within the Department of Community Health.



58

SHIP Eligible Small Rural Hospitals

Background

FY 18 SHIP

Choice of Six Consortiums or Direct Grantee

20 Sub-Grantees and Projects

14 Direct Grantee Hospitals

6 Consortiums

1. **Boling & Company** - “Telehealth Business and Legal Strategy” (2)
2. **Draffin & Tucker** – “Using the Medicare Cost Report to Estimate Service Line Profitability” (2)
3. **HomeTown Health** – “Financial Stability & Population Health” (14)
4. **Georgia Hospital Association Research and Education Foundation** – “Advancing Care Transitions Collaborative” (11)
5. **Georgia Rural Health Association** – “Provider Documentation Training and Compliance Audits” (2)
6. **Stroudwater** – “Rural Hospital Strategic Pricing Initiative” (5)



Lessons Learned

Too many choices

*Difficulty choosing which initiative best suited their need
Wanted choice of programming AND subsidy for HCAHPS vendor fees*

Poor participation

Programs with fewest participants lost interest (hospital and consortia)

Confusion

Which program am I in? Invoice...what?

Difficulty collecting invoices/final report

From both direct grantee hospitals and a couple of consortiums

Managing 20 separate grants was very burdensome



We asked...



Conducted an Environmental Scan with Three Goals:

1. To document challenges encountered
 2. To elicit opinions about the availability, quality and value of the SHIP programs and services
 3. To elicit innovative ideas for improvement
- * Utilized comments and evaluations from previous grant year final reports
 - * Sought input from associations representing our rural providers; GHA and HTH

They answered



100% of final report comments valued
the SHIP investment!

Most common cited needs of SHIP Grant:

- 1.** Desire for the education and training opportunities provided by Consortia **and** subsidy to offset HCAHPS vendor fees
- 2.** Care Coordination Project
- 3.** Engaging rural health clinics in quality improvement

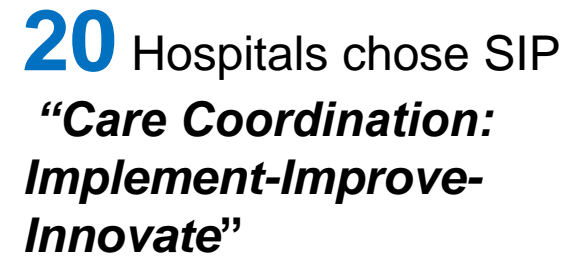
We Redesigned SHIP

Based on our survey, we collaborated with two stakeholders both with a long history of providing exceptional programming for SORH and developed two programs to meet our SHIP hospitals need:

- Option A – The “**HCAHPS to Guide Change**” consortium was developed in partnership with the Georgia Hospital Association
- Option B – The “**Care Coordination: Implement-Improve-Innovate**” was developed under the HRSA Special Innovation Project option in partnership with HomeTown Health
- Option C – Opt out of SHIP (No hospitals opted out)

Both programs follow a four year plan





39 Hospitals chose “HCAHPS to Guide Change” Consortium



Georgia Hospital Association Research and Education Foundation **“HCAHPS to Guide Change”**

100 % Value Based Purchasing Initiatives

Goals:

- To improve data collection and reporting to increase clinical quality and financial efficiency
- 100% of SHIP hospitals will publicly report required data



Program Details

HCAHPS to Guide Change



- ❑ Incorporates the Institute for Healthcare Improvement's (IHI) Collaborative model for achieving breakthrough improvement. Through monthly webinars and coaching calls, this model provides framework for commitment to improvement of a specific goal. Hospitals are given tools and structure to demonstrate baseline data and outcomes for quality improvement on HCAHPS – utilizes individual hospital's HCAHPS scores as the tool for change



- ❑ Provides professional development to senior level administration including C-Suite and board members for a “top-down” approach in changing the hospitals' culture



- ❑ Funds \$6,000 directly to each participating SHIP hospital to offset HCAHPS Vendor Fees (*The SORH pays the consortium \$11,866 for 39 hospitals, the consortium funds \$6,000 back to each participating hospital*)

Program Details, Continued



- ❑ Focuses on improving the patient experience by integrating:

- Patient and Family Engagement (PFE)
- Patient and Family Advisory Councils (PFAC)

These initiatives address care coordinating efforts and lead to improving the family-centered patient continuum of care thereby improving HCAHPS scores



- ❑ Provides on-site TeamSTEPPS training aimed at optimizing patient outcomes by improving staff communication and teamwork



- ❑ Provides on-site training for Infection Prevention staff with enrollment and assistance in navigating the National Healthcare Safety Network (NHSN)

Goals and Outcomes

HCAHPS to Guide Change

A data driven program with the overall goal of improving the quality of care provided by small rural hospitals in Georgia.



Keep it simple and focus on what matters. Don't let yourself be overwhelmed.

#Confucius





Purpose:

Shaping the future of A Healthy Georgia by improving access and ensuring quality to strengthen the communities we serve.

Contact Information



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ND CAH Quality Network & HCAHPS Best Practices for Quality Improvement SHIP Webinar, February 27, 2020



Center *for* Rural Health

University of North Dakota
School of Medicine & Health Sciences

- Established in 1980, at The University of North Dakota (UND) School of Medicine and Health Sciences in Grand Forks, ND
- One of the country's most experienced state rural health offices
- UND Center of Excellence in Research, Scholarship, and Creative Activity
- Home to seven national programs
- Recipient of the UND Award for Departmental Excellence in Research

Focus on

- Educating and Informing
- Policy
- Research and Evaluation
- Working with Communities
- American Indians
- Health Workforce
- Hospitals and Facilities



ND Medicare Rural Hospital Flexibility (Flex) Team

- Brad Gibbens, Deputy Director
- Lynette Dickson, Associate Director
- Jody Ward, Senior Project Coordinator
- Kylie Nissen, Senior Project Coordinator
- Angie Lockwood, Project Coordinator
- Julie Frankl, Project Specialist
- KayLynn Bergland, Administrative Assistant
- Julie Reiten, Project ECHO Coordinator

Development of the Network



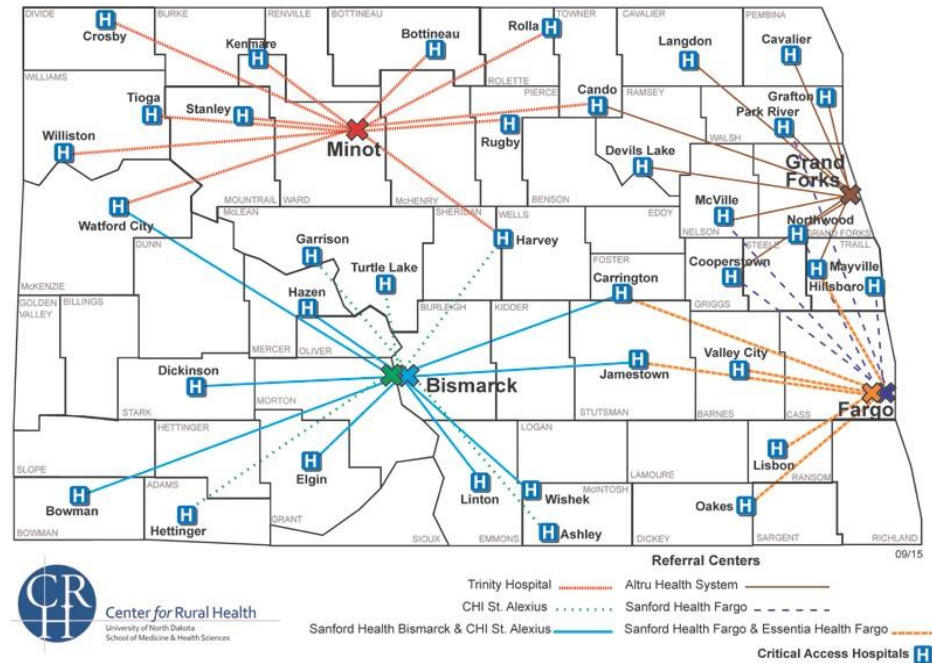
- ND CAH Quality Network Established in 2007
- Executive Committee- CAH representation
- Common place for ND CAHs to share best practices, tools, resources
- Regional and state level networking and peer to peer sharing
- Reduce/prevent duplication of efforts statewide
- Virtual library to house online sharing of resources
- Has expanded beyond quality improvement

Development of the ND CAH Quality Network “Network”

Executive Committee

- 1- Director of patient care
- 3- Directors of Nursing
- 2- CEOs
- 1- Quality risk manager

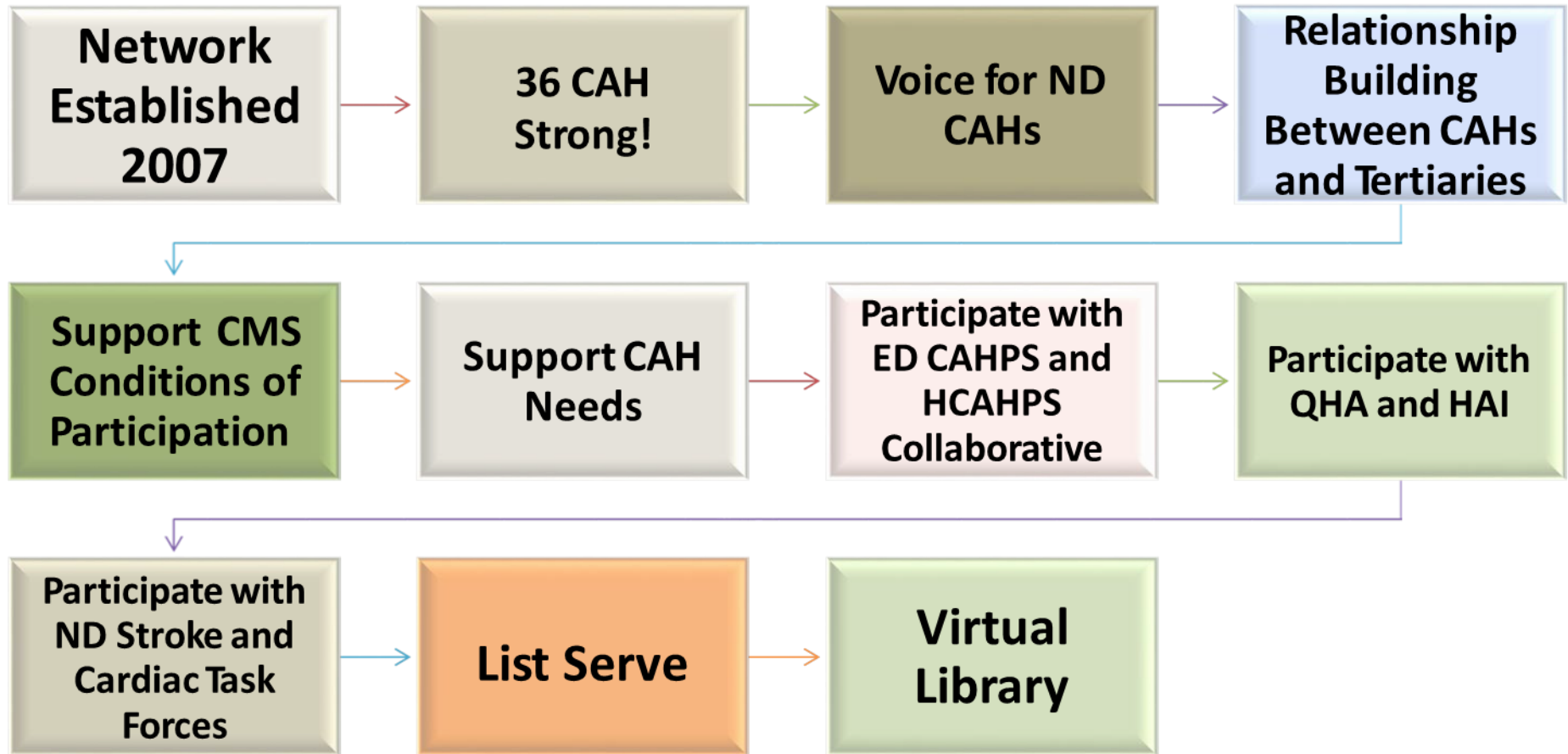
North Dakota Critical Access Hospitals & Referral Centers



Network's Mission: To support ongoing performance improvement of North Dakota's Critical Access Hospitals



Network Learning Environment & Technical Assistance



Quality Improvement and HCAHPS Goals

- Assisted CAHs in identifying vendor
- Analyzing data to identify areas for improvement
- Identifying high performers for peer to peer learning
- Sharing success stories
- Improving HCAHPS rating




MBQIP-Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)

HCAHPS Breakthrough Leadership Webinar Series

<https://ruralhealth.und.edu/projects/flex/mbqip/hcahps>

- All webinars scheduled on Tuesdays at 12:00 pm CT
- Series ending after March 2019

9.	Responsiveness of Staff: Revolutionize Staff Responsiveness™ <i>Create a Culture of Empathetic, Timely, Responsive Service</i>	November 27, 2018 90 minutes
10.	Transition of Care: Care Transitions Done Right™ <i>Engage Staff and Patients in Creating a Seamless Care Transition Experience</i>	December 18, 2018 70 minutes
11.	Overall Rating: High-Performing Overall Hospitals™ <i>A Strategic Blueprint to Engage All Staff in Creating a Compassionate Experience for Patients and Family Throughout their Hospital Stay</i>	January 22, 2019 112 minutes
 Pre-Conference Day – The 19th Annual HealthCare Service Excellence Conference		February 11, 2019
12.	Willingness to Recommend: The Power of Word-of-Mouth Marketing™ <i>Create a Hospital Experience that Patients Will Enthusiastically Recommend</i>	February 26, 2019 90 minutes
13.	BONUS WEBINAR! Marcus Engel: Applied Inspiration™ <i>Discover How Small Acts of Compassion</i>	March 26, 2019 40 minutes

HCAHPS Struggles

- Hospital reporting assistance
 - Data not showing on hospital compare or on FMT reports
- Understanding reports
 - Vendor and FMT report
- Needs with vendors changed over time
 - Calling vs mailing
 - More detailed reports



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Resources

- Quality Improvement Collection
 - <https://www.ruralcenter.org/resource-library/quality-improvement>
- Collaboration Building Collection
 - <https://www.ruralcenter.org/resource-library/collaboration-building>
- Rural Health Networks and Coalitions Toolkit
 - <https://www.ruralcenter.org/resource-library/rural-health-networks-and-coalitions-toolkit-0>





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Contact Information



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Get to know us better:

<http://www.ruralcenter.org>

