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# RHPI



RURAL HOSPITAL PERFORMANCE IMPROVEMENT

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## **RHPI Performance Improvement Process:**

***Documenting Measurable Outcomes***

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# Presentation Objectives

1. RHPI Approach to Performance Improvement
    - a. Overview of RHPI goals and purpose
    - b. Project development
    - c. Project outputs and outcomes
    - d. Project outcome documentation - RAP Reports
    - e. RHPI process vs AHRQ toolkit
  2. RHPI Trainings
    - a. Tracking outputs
    - b. Evaluations focus on impact
  3. RHPI examples and tools
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# What does the RHPI Project have to do with the Flex Program?

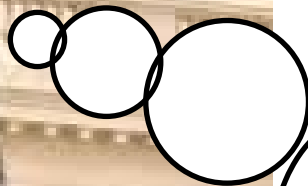
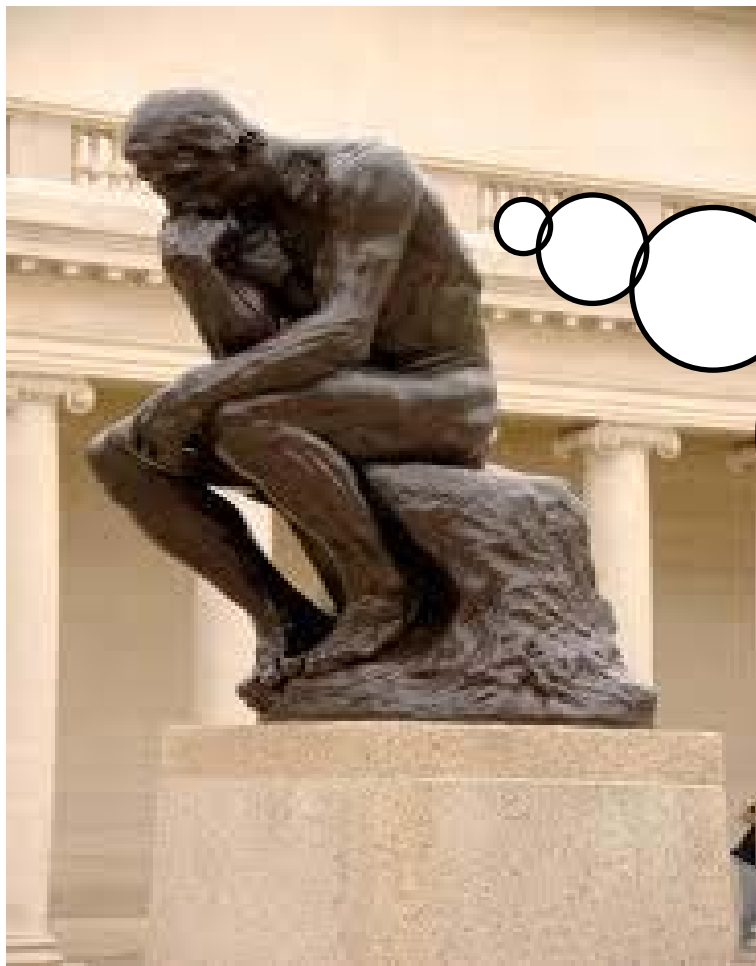


**Why?**

**What?**

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# **RHPI Project is the Model for the New Flex Requirements!**



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# **RHPI**



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## **Goals & Purpose**

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HEALTH

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# Rural Health

Rural Health

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## RHPI Project Contracting Agency

[www.mtnstatesgroup.org](http://www.mtnstatesgroup.org)

**RHPI Project is funded by the  
federal *Office of Rural Health Policy*  
through a contract to  
Mountain States Group (MSG)**



NATIONAL  
RURAL HEALTH  
RESOURCE CENTER

**RHPI Project Subcontractor**

**[www.ruralcenter.org](http://www.ruralcenter.org)**

**RHPI trainings are funded by the  
federal Office of Rural Health Policy**

# RHPI



## RURAL HOSPITAL PERFORMANCE IMPROVEMENT

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### Delta Rural Hospital Performance Improvement Project (RHPI)

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The Delta Rural Hospital Performance Improvement (RHPI) Project is a part of the federal government's initiative for rural health and was first implemented in 2001 to assist hospitals in the Delta Region to:

- Improve financial, quality and operational performance through comprehensive performance improvement activities, assessments and/or consultations
- Help build state and regional capacity by providing ongoing assistance to rural hospitals throughout the Delta Region
- Collect and disseminate information and resources that focus on improving performance.

The Delta RHPI Project activities are contracted to Mountain States Group of Boise, Idaho, who partners with the Rural Health Resource Center of Duluth, Minnesota, and focus on strengthening rural hospitals as the cornerstone to preserving health care access. RHPI is a source of technical expertise and business tools to help hospitals in the Delta Region achieve performance improvement goals.



# RHPI



## RURAL HOSPITAL PERFORMANCE IMPROVEMENT

**Chris Tilden, Ph.D.**

RHPI Project Director  
MSG Executive Director

A screenshot of the Mountain States Group Inc. website. The header features the organization's logo (a stylized mountain peak) and name. Below the header is a red navigation bar with white text links for various service areas. The main content area has a blue background with a large image of a child's silhouette reaching for tall grass. To the right of the image is a paragraph of text. At the bottom, there is a blue footer with white text and a row of red navigation links.

 Mountain States Group Inc.

HEALTHY AGING   HEALTHY CHILDREN   MENTAL HEALTH   PUBLIC HEALTH   REFUGEE RESETTLEMENT   RURAL HEALTH   INTERNATIONAL

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# Rural Hospital Performance Improvement Project Regional Map



**RHPI serves rural hospitals in Delta Regional Authority (DRA) counties / parishes in 8 state region to improve financial, operational, and/or clinical performance.**

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# **RHPI Project Goals**

- ✓ Improve and sustain the financial, operational and/or clinical performance
  - ✓ Build capacity to support hospitals long term
  - ✓ Disseminate best practices and share lessons learned
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# **RHPI Project Purpose**

**Provide comprehensive and ongoing technical assistance to eligible hospitals through:**

1. On-site Consultations
  2. Feedback Assessments
  3. Sustainability Trainings:
    - a. Health Education & Learning Program (HELP) webinar series
    - b. Performance Management Group (PMG) calls
    - c. Biennial conference and workshop
-

# Delta RHPI Selection Considerations

## Basic criteria for selection:

1. Geographical location, counties listed by the Delta Regional Authority, and
2. Less than 200 beds.

In addition, the following is a list of considerations for selecting hospitals to participate in targeted or comprehensive consultations.

1. Receipt of a completed application for RHPI services.
2. Demonstrated support by the hospital's Board for participation in RHPI.
3. Demonstrated need for technical assistance, as shown through financial or operational indicators.
4. Willingness to participate in all steps of the performance improvement process: examination of current hospital performance, identification of strategies for improvement, implementation of strategies, and provision of outcome data resulting from the consultation.
5. The hospital Chief Executive Officer shall be actively involved and engaged in the project, and facilitate the consultation to implement performance improvement recommendations.
6. If the hospital has received previous RHPI consultation, demonstration that the hospital has made expected progress in implementing performance improvement recommendations, or that the hospital has experienced a major change, such as loss of its administrator.
7. State hospital association and/or state office of rural health recommendation that the hospital is a good candidate and would benefit from the service.
8. No pending or anticipated issues that would hinder the consultation process.
9. Congruence between hospital needs and available consulting services.

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# **Project Development: Selection Considerations**

- **Willingness to participate in ALL steps of the performance improvement process:**
    1. Examination of current hospital performance
    2. Identification of strategies for improvement
    3. Implementation of strategies
    4. Provision of outcome data resulting from the consultation
    5. **Participation in program activities that support sustainability**
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# **RHPI**



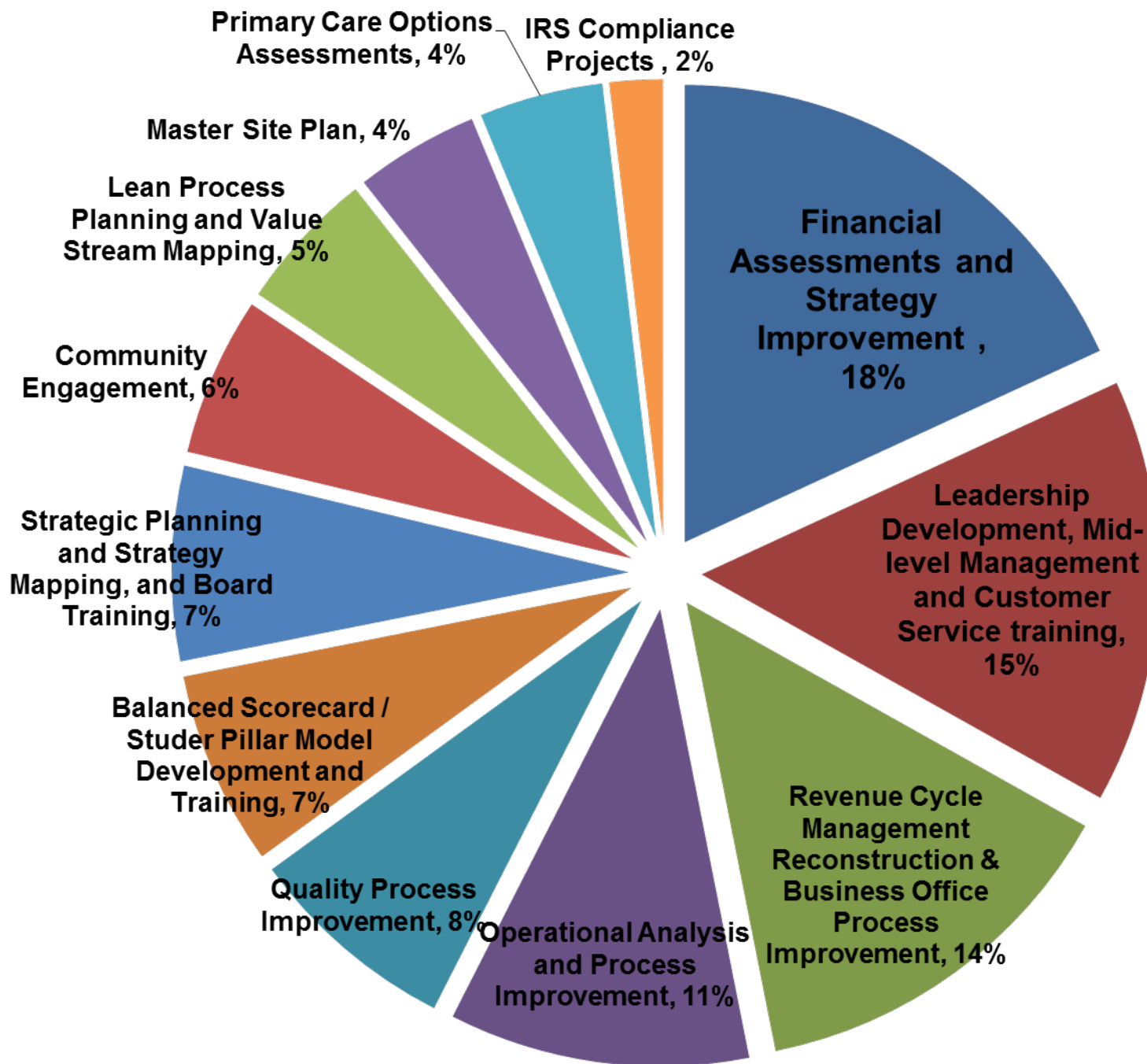
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## **Project Development**

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# **Project Development: RHPI Process**

## **Project Development:**

- Prioritize performance improvement (PI) needs
- Define the PI activity
- Select a consultant
- Develop a scope of work (SOW)

## **Project Initiation & Completion**

- Initiate Project as per the SOW timeline and work plan
- Complete project with formal action plan and recommendations with specified measures to track progress
- Initiate the implementation phase

## **Post Project Outcome Documentation**

- Complete RAP report to demonstrate progress and determine measurable outcomes

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# Project Development: Scope of Work

## Scope of Work (SOW) Includes:

- Purpose of consultation
  - Objectives of the consultation
  - Strategies to complete objectives
  - Sustainability plan
  - Anticipated outputs and outcomes
  - Work plan and timeline
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# Project Development: Readiness

## Ready or Not?

- ❑ A hospital is “**ready**” when the CEO completes the project development steps
  - Project is funded only after the SOW is completed
- ❑ Hospitals that are unable to complete the planning process are considered “**not ready**” and are placed back in queue to be served at a later date

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## **Project Outputs & Outcomes**

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# Project Outputs & Outcomes

- ❑ **Project Outputs** - The results from the completion of the strategies that support the project objectives (i.e. Project contract deliverables)
  - ❑ **Anticipated Outcomes** - The expected impact from the intervention in general terms
  - ❑ **Example: Financial Assessment and Strategy Development anticipated outcomes:**
    - ❑ Grow volume,
    - ❑ Increase patient revenue and cash on hand
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# Project Outputs & Outcomes

- **Anticipated** outcomes should be replaced with a industry accepted financial, operational, and/or quality standards (i.e. ratios, indicators, metrics)
- **Measurable** outcome is a value that can track progress and used in the future to evaluate the hospital's position then compared to now
- **Example: Financial Assessment and Strategy Development measurable outcomes:**
  - Increase total margin from X% to X%,
  - Increase net patient revenue by X% through growth in volume and increased payment per unit of service
  - Increase Days of Cash and Investments on Hand by X days.

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# What are Outputs & Outcomes?

## An Example

- **Project Objective:** Develop and implement a strategic plan
  - **Outputs** – development of a hospital strategic plan and department action plans
  - **Intervention** - Execution of the strategy plan, which includes implementation of department action plan
  - **Outcomes** – Results of the intervention
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# Outcomes: An Example

## ■ Quality and Customer Service

- Achieve top 10 percentile for CMS Core Measures
- Achieve 95<sup>th</sup> percentile for all patient satisfaction scores
- Achieve 100% of selected patient safety goals

## ■ People/Infrastructure/Technology

- Maintain a turnover rate of <10% for 2012.
- Achieve an employee survey return rate of 75% in 2012.
- Achieve an overall rating of 4.5 on the employee survey results in 2012.
- Achieve a physician satisfaction level of 85% in 2012.

## ■ Growth and Provider

- Increase inpatient market share increase over 2012
- Increase revenue growth in targeted zip codes
- Increase outpatient market share over 2012

## ■ Financial Health

- % increase in net revenue year over year
- Maintain departmental revenue and expenses within 5% of budget
- Decrease Accounts Receivable Days to 50
- Increase operating Margin %



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# Project Reporting of Outcomes

- Preliminary report following first visit:
    - Description of the focus of consultation services and activities provided
    - Summary of findings
    - Identification of next steps and planned activities
    - Updated anticipated outcomes developed with the administrator
  - Final Report
    - Overview of services provided
    - Findings from assessments
    - Results of activities and services provided
    - An action plan / action itemized list with recommendations identifying appropriate next steps needed to sustain the project.
    - Final anticipated outcomes from the project with specific metrics. Metrics should be standard industry accepted financial, operational, and/or quality indicator(s) developed with the administrator to support the identified anticipated outcomes and monitor progress
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# **Performance / Quality Improvement is an Ongoing Process!**



**Starting point: Base line information**

**Assess status and develop strategy to improve process starting with best practice concepts**

**A promising model:**

**Implement best practices and monitor progress with industry acceptable standards / indicators. Develop strong fundamentals.**

**Ready to take the next leap into evidence-based model!**

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## **Project Outcome Documentation:**

### **Recommendation Adoption Progress (RAP) Reports**

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# Documentation of Outcomes

**Project outcomes are captured through:**

1. Recommendation Adoption Progress (RAP) Report
  2. Hospital Profiles – Project outcomes summary to showcase a star hospital and share with state partners and other hospitals.
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# Recommendation Adoption Progress (RAP) Report

RHPI works directly with the CEO post project to document outcomes

- A post project interview call is performed ~12 months following the completion of the project to evaluate the adoption status of the recommendations
  - Future funding will depend on documentation of project success with implementing recommendations and demonstrating outcomes
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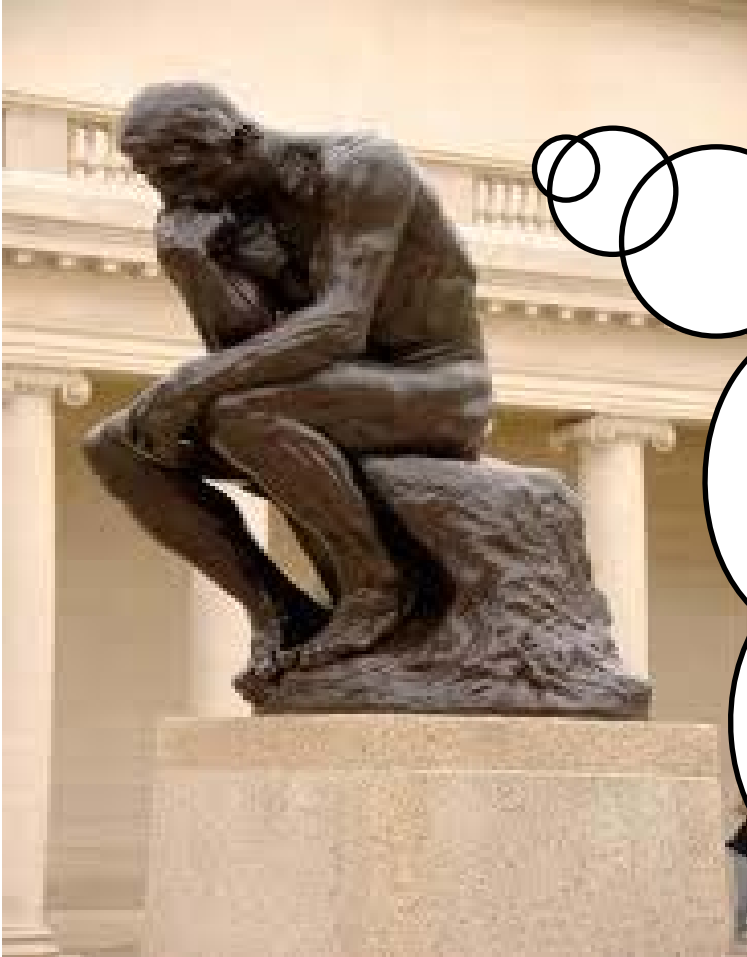
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# **Recommendation Adoption Progress (RAP) Report**

- RAP reports show evidence that hospitals require at least 2 years to fully implement recommendations to sustain projects.
  - Hospitals should utilize the indicators / measures to monitor their performance improvement gains and direction of projects.
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# Take Home Message



**To obtain  
measurable  
outcomes, start  
with an investment  
in upfront  
planning....its  
effective program  
management**

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## **RHPI Process & AHRQ toolkit**

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## **RHPI Project Process**

1. Prioritize performance improvement (PI) needs
2. Define the PI activity
3. Select a consultant
4. Develop a scope of work (SOW)
  - a. Purpose of consultation
  - b. Objectives of the consultation
  - c. Strategies to complete objectives
  - d. Sustainability plan
  - e. Outputs & anticipated outcomes
  - f. Work plan and timeline
5. “Ready” to move forward to initiate project
6. Complete project with formal action plan and recommendations with specified measures to track progress
7. Initiate the implementation phase
8. Complete RAP report and profiles to demonstrate progress, and determine measurable outcomes and impact
9. Support projects with sustainability trainings

## **AHRQ Toolkit Process**

1. Determine Readiness To Change
2. Apply QIs to the Hospital Data
3. Identify Priorities for Quality Improvement
4. Implementing Improvements
5. Monitor Progress for Sustainable Improvements
6. Analyze Return on Investment
7. Use Other Resources

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## **RHPI Trainings: Tracking Outputs**

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# Document Outputs

**Why track outputs?**

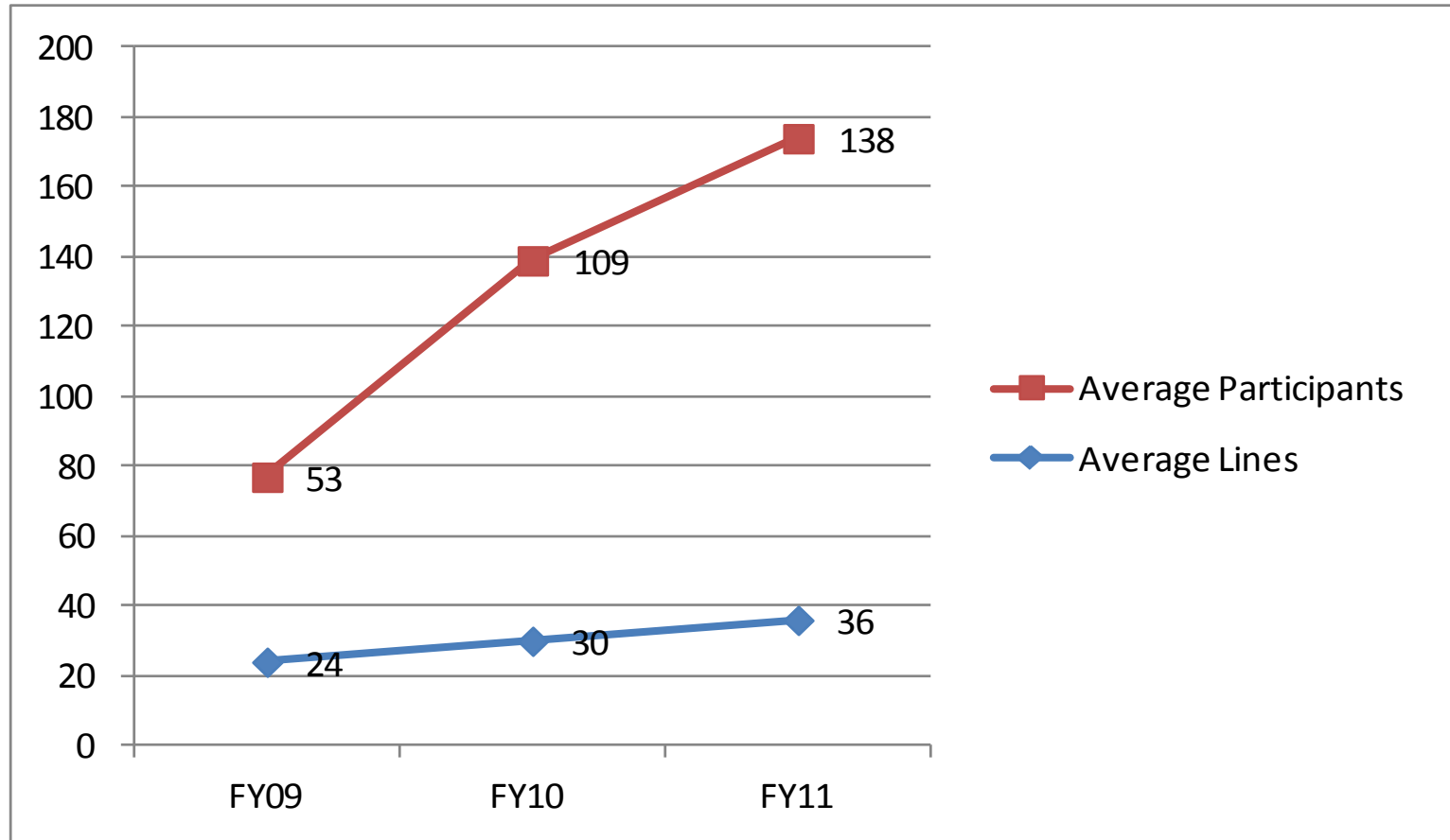
**Where to start?**

**Output data may be used to:**

- Monitor program activities
  - Determine trends
  - Compare trends over time
  - Correlate information between different groups
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# Example of RHPI Trend

## Average Hospital Participation per Webinar by Year



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## **RHPI Trainings: Evaluations Focus on Impact**

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# Documenting Training Outcomes

- Outcomes are captured through training Evaluations
  - Focus questions on how the training impacted the hospital
    - Do **not** focus on how the training impacted the individual (i.e. it's not proficiency testing)
    - Remove speaker effectiveness and traditional conference evaluation questions!
  - RHPI and Flex need standardize questions to determine how trainings impact the hospitals!
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# Sample Questions

I will **consider adopting** best practices presented in today's sessions

"Lessons learned" presented will help me to **initiate the adoption** of performance improvement best practices

"Lessons learned" presented will help me **to continue to adopt** performance improvement best practices

"Lessons learned" presented will help **sustain the performance gains** at my hospital.

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## **RHPI Tools & Assistance**

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# RHPI Tools: HELP Playbacks

- HELP webinar series playbacks are **free to all hospitals**
  - <https://secure.ruralcenter.org/help-registration/playbacks>
  - Currently available playbacks:
    - Financial management for non-business / clinical staff
    - Mid-level management and leadership development
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# RHPI Tools: Staff Assistance

- Process coaching
  - Assistance with tracking spreadsheets and output data flow
  - Share various templates, evaluation forms, and sample SOWs
  - All RHPI consultants work at a discount and understand reporting requirements. RHPI can help arrange project using our approved consultants.
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# **RHPI**



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## **RHPI Examples:**

**Refer to Project Summary Handout  
&  
Project Profile**

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# How Can I use the RHPI Project!



Questions?

Comments?

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<http://www.hrsa.gov/ruralhealth/about/hospitalstate/delta/index.html>

<http://www.mtnstatesgroup.org/resources/rhpi/RHPImain.htm>

<https://secure.ruralcenter.org/help-registration>