Building Healthy Rural Communities

FLEX PROGRAM REVERSE SITE VISIT

Washington, D.C. • July 9-11, 2019

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Welcome

The 2019 Flex Program Reverse Site Visit is an opportunity for state Flex Program grantees to convene and share information about the Medicare Rural Hospital Flexibility (Flex) Program and critical access hospitals (CAHs). We will focus on the latest information in the Flex Program, including discussion of strategies to engage CAHs in activities to support healthy rural communities. States will share stories of their Flex Program experiences and successes. This year’s event highlights building healthy rural communities through the role of the Flex Program and CAH, a review of Flex involvement in value-based models, education on rural mental illness, and innovative Flex Program activities. This year also includes an Emergency Medical Services (EMS) Learning Session on July 9 to share the latest information to support EMS in the transition to value-based health care.

Registration

**July 9**  |  10:00 a.m. - 5:00 p.m.
**July 10-11**  |  7:30 a.m. - 10:00 a.m.

Registration and check-in: Wilson Foyer at the Washington Marriott Wardman Park (mezzanine level). Please stop at registration before attending the session.

Connect with Your Peers

The colored stickers on the name badges denote how many years individuals have been involved in the Flex Program. We encourage you to network.

- < 1 year
- 1-3 years
- 4-6 years
- 7+ years
Learning Objectives

• Learn how state Flex programs are working to build healthy rural communities.

• Understand the future direction of the national Flex Program.

• Identify opportunities to implement best practices and lessons learned by CAHs and state Flex Programs in supporting performance improvement in all Flex Program areas.

• Strengthen the leadership of your state Flex Program in the Core Competencies for State Flex Program Excellence, including Managing the Flex Program.

Flex Program RSV presentations are accessible here
https://www.ruralcenter.org/events/2019-flex-program-reverse-site-visit-rsv

Wireless Access Code Information
Network: Marriott Conference • Password: RSV19
Welcome
1:00 p.m. – 1:15 p.m.
ROOM: WILSON ABC
Christy Edwards, MPH • Flex EMS Coordinator, Federal Office of Rural Health Policy, Health Resources and Services Administration
Nicole Clement • Program Specialist, National Rural Health Resource Center

Federal EMS Update
1:15 p.m. – 1:45 p.m.
ROOM: WILSON ABC
Jon Krohmer, MD, FACEP, FAEMS • Director, Office of Emergency Medical Services, National Highway Traffic Safety Administration

LEARNING OBJECTIVES:
• Explain updates related to EMS from the federal perspective.
• Recognize EMS Agenda 2050 and consider how to apply it to the EMS activities of your state Flex Program.

Social Determinants of Health in EMS
1:45 p.m. – 2:45 p.m.
ROOM: WILSON ABC
Jonah Thompson, CP-C • Operations Manager, Mobile Integrated Health, Allegheny Health Network

LEARNING OBJECTIVES:
• Discuss social determinants of health (SDOH) from an EMS perspective.
• Examine how state Flex Program activities could address SDOH.

Break | 2:45 p.m. – 3:00 p.m.

New EMS Resources
3:00 p.m. – 3:45 p.m.
ROOM: WILSON ABC
Gary Wingrove, FACEPE, CP-C • Mayo Clinic Ambulance Service
Nicole Clement • Program Specialist, National Rural Health Resource Center

LEARNING OBJECTIVES:
• Identify new EMS resources from the Technical Assistance and Services Center (TASC).
• Plan for the use of the new EMS resources in your state and in Flex Program activities.
Fiscal Year (FY) 2018 EMS Sustainability Projects Sharing Facilitated Discussion
3:45 p.m. – 4:45 p.m.
ROOM: WILSON ABC

LEARNING OBJECTIVES:
• List the projects that other state Flex Programs are implementing with FY 2018 EMS Sustainability supplemental funding.
• Describe and contrast how the projects of others might be replicated in your state.

Learning Session Wrap-up and Adjourn
4:45 p.m. – 5:00 p.m.
ROOM: WILSON ABC
Christy Edwards, MPH • Flex EMS Coordinator, Federal Office of Rural Health Policy, Health Resources and Services Administration
Nicole Clement • Program Specialist, National Rural Health Resource Center

//End of Day 1. Thank you for attending!
Federal Office of Rural Health Policy Welcome
8:30 a.m. – 9:00 a.m.
ROOM: WILSON ABC
Sarah Young, MPH • Flex Program Coordinator, Federal Office of Rural Health Policy, Health Resources and Services Administration

Building Health Rural Communities
9:00 a.m. – 10:00 a.m.
ROOM: WILSON ABC
Toby Freier, MBA, FACHE • President, New Ulm Medical Center
LEARNING OBJECTIVES:
• Explain the influence of rural hospitals as an anchor organization to improve the health of their communities.
• Determine opportunities to leverage the federal Flex funding for sustainable healthy rural communities.

Break | 10:00 a.m. – 10:15 a.m.

Federal Rural Health Policy and Regulatory Update
10:15 a.m. – 11:15 a.m.
ROOM: WILSON ABC
John Supplitt, MPA, MBA • Senior Director, American Hospital Association
Brock Slabach, MPH, FACHE • Senior Vice-President, National Rural Health Association
Normandy Brangran • Health Insurance Specialist, Federal Office of Rural Health Policy, Health Resources and Services Administration
MODERATED BY:
Terry Hill, MPA • Senior Advisor for Rural Health Leadership and Policy, National Rural Health Resource Center
LEARNING OBJECTIVES:
• Identify opportunities and mitigate challenges for rural safety net providers.
• Determine opportunities to leverage the federal Flex funding for sustainable healthy rural communities.

Break for Lunch | 11:15 a.m. – 12:30 p.m.
Enjoy your break! Lunch is on your own or you may have pre-paid for a meal option during registration. Please use this time to network and we will see you back refreshed after lunch.
State Flex Programs Involvement in Value-Based Models
12:30 p.m. – 1:30 p.m.
ROOM: WILSON ABC
Lindy Vincent • Rural Hospital Program Manager, Washington State Department of Health
John Olson, M.Ed. • Chief, State Office of Rural Health and Primary Care, Vermont Department of Health
Jennifer Edwards, MBA • Rural Health Systems Manager and Deputy Director, Pennsylvania Office of Rural Health

LEARNING OBJECTIVES:
• Relate the described experience of the panelists of rural models transitioning to value to the current conditions in your state.
• Explain opportunities for state Flex Program involvement in future models of health care.
• Evaluate next steps for your state Flex Program to connect with other Flex peers or state partners to support the rural transition to value-based care.

Outputs and Outcomes: Using Logic Models to Describe Program Impact
1:30 p.m. – 2:15 p.m.
ROOM: WILSON ABC
Sarah Young, MPH • Flex Program Coordinator, Federal Office of Rural Health Policy, Health Resources and Services Administration
John Gale, MS • Research Associate, Maine Rural Health Research Center, University of Southern Maine, Flex Monitoring Team
Sara Kahn-Troster, MA, MPH • Policy Associate, Maine Rural Health Research Center, University of Southern Maine, Flex Monitoring Team

LEARNING OBJECTIVES:
• Articulate the differences between outputs and outcomes.
• Give examples of how immediate, intermediate, and long-term outcomes work together to demonstrate program impact through data.
• Recognize the importance of logic models for program development and evaluation, and apply this knowledge to the management of your state Flex Program.

Calico Award for Quality Leadership
2:15 p.m. – 2:30 p.m.
ROOM: WILSON ABC
PRESENTED BY:
Terry Hill, MPA • Senior Advisor for Rural Health Leadership and Policy, National Rural Health Resource Center

Break | 2:30 p.m. – 2:45 p.m.
Wednesday, July 10th

Breakout Session 1 | 2:45 p.m. – 3:30 p.m.

Choose 1 of the 3 Sessions to attend below

**1A | Substance Abuse Interventions at Critical Access Hospitals**

**ROOM: HARDING**

Jill Bullock • Associate Director, Arizona Center for Rural Health

Kayla Combs, MHA • Rural Project Manager/Flex Director, Kentucky Office of Rural Health

**LEARNING OBJECTIVES:**

- Relate to the program planning and development phase for a quick turnaround project.
- Describe the assessment and evaluation process.
- Interpret how to analyze the hospital, community, and other factors related to success and use data to propose next steps.

**1B | Medicare Beneficiary Quality Improvement Project (MBQIP) Performance Standards Focus Group**

**ROOM: HOOVER**

Yvonne Chow, MPP • MBQIP Coordinator, Federal Office of Rural Health Policy, Health Resources and Services Administration

Megan Lahr, MPH • Research Fellow, Rural Health Research Center, University of Minnesota, Flex Monitoring Team

Sarah Brinkman, MBA, MA, CPHQ • Program Manager & Laura Grangaard-Johnson, MPH • Senior Research Analyst, Stratis Health, Rural Quality Improvement Technical Assistance (RQITA)

**LEARNING OBJECTIVES:**

- Describe the forthcoming MBQIP Performance Standards.
- Participate in an interactive session with state Flex peers to provide feedback regarding the MBQIP Performance Standards.

**1C | Utilizing Community Health Needs Assessments (CHNA) to Move the Needle on Population Health**

**ROOM: MCKINLEY**

Sara (Wright) Morin • Population Health Programs Manager, Michigan Center for Rural Health

Tracy Morton, MPH • Director of Population Health, National Rural Health Resource Center

**LEARNING OBJECTIVES:**

- Describe how to use Flex funding to analyze CHNA to determine a geographic region in need of additional resources.
- Give examples of how to engage CAHs and their community organizations to help meet the needs of the population they serve.

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Break | 3:30 p.m. – 3:45 p.m.

//See Breakout Session 2 on the next page
2A | Community Cafes in Alaska to Support Future Models of Health Care
ROOM: HARDING
Tricia Franklin, MPH • Office of Healthcare Access Manager/Flex Coordinator, Section of Rural and Community Health Systems, Alaska Department of Health and Social Services

LEARNING OBJECTIVES:
• Describe how to set up and facilitate Community Cafes to receive community feedback on future models of health care.
• Identify how to shift the solutions to the problems from CAH-led to community-led for better support and integration.

2B | Various Facets of Capturing Emergency Department (ED) Patient Experience: Lessons Learned
ROOM: HOOVER
Angie Charlet, DBA, MHA, RN • Senior Director Quality and Operations, Illinois Critical Access Hospital Network (ICAHN)
Jody Ward, MS, RN, APHN • Senior Flex Project Coordinator, North Dakota Center for Rural Health

LEARNING OBJECTIVES:
• Identify a best practice delivery model for a CAH ED Patient Engagement Program.
• Mitigate anticipated roadblocks and potential barriers to overcome during survey implementation.
• Compare and contrast the difference between the Emergency Department Patient Experiences with Care (EDPEC) Survey pilot program through the Centers for Medicare & Medicaid Services and a pared-down process for patient engagement.

2C | Use of the Enhanced Critical Access Hospital Measurement and Performance Assessment System (CAHMPAS)
ROOM: MCKINLEY
Megan Lahr, MPH • Research Fellow, Rural Health Research Center, University of Minnesota, Flex Monitoring Team
Kristin Reiter, PhD • Associate Professor, University of North Carolina Chapel Hill, Flex Monitoring Team
John Gale, MS • Research Associate, Maine Rural Health Research Center, University of Southern Maine, Flex Monitoring Team

LEARNING OBJECTIVES:
• Navigate the enhanced CAHMPAS system.
• Access and manipulate CAH data related to financial, quality, and community measures of the population they serve.

Break | 4:30 p.m. – 4:45 p.m.

//See Schedule details on the next page
Flex Program Update: Where We Are and What To Expect in 2020

4:45 p.m. - 5:30 p.m.
ROOM: WILSON ABC

Sarah Young, MPH • Flex Program Coordinator | Owmy Bouloute, MPH • Flex Project Officer | Christy Edwards, MPH • Flex EMS Coordinator | Yvonne Chow, MPP • MBQIP Coordinator, Federal Office of Rural Health Policy, Health Resources and Services Administration

LEARNING OBJECTIVES:
• Summarize the direction of the national Flex Program.
• Describe the Flex Program areas and upcoming structural changes to the program.

//End of Day 2. Thank you for attending!
Federal Office of Rural Health Policy Welcome and MBQIP Awards  
8:30 a.m. – 9:15 a.m.  
ROOM: WILSON ABC  
Tom Morris, MPA • Associate Administrator for Rural Health Policy | Kristin Martinsen, MPM • Director, Hospital State Division | Yvonne Chow, MPP • MBQIP Coordinator, Federal Office of Rural Health Policy, Health Resources and Services Administration

Supporting Mental Health in Rural Communities  
9:15 a.m. – 10:00 a.m.  
ROOM: WILSON ABC  
Trisha Chaung • Manager, National Alliance on Mental Illness

LEARNING OBJECTIVES:  
• Explain the concepts of mental health, mental illness, and recovery.  
• Describe the impacts of stigma at the community, organization, and individual level.  
• Locate low-cost or no-cost resources and opportunities to support rural mental health.

State Flex Program Networking Activity  
10:00 a.m. – 10:45 a.m.  
ROOM: WILSON ABC

LEARNING OBJECTIVES:  
• Through an engaging networking activity, connect with Flex Program peers and learn about approaches to building healthy rural communities.

Break | 10:45 a.m. – 11:00 a.m.  

//See Breakout Session 3 on the next page
3A | Mentors for Quality

**ROOM: HARDING**

Tricia Franklin, MPH • Office of Healthcare Access Manager/Flex Coordinator, Section of Rural and Community Health Systems, Alaska Department of Health and Social Services

Debbie Lowenthal • Manager, Programs and Services, Alaska State Hospital and Nursing Home Association (ASHNHA)

Stephanie Sayegh, MA • Health Program Manager, Flex and SHIP Coordinator, Bureau of Rural Health and Primary Care, Idaho Department of Health and Welfare

**LEARNING OBJECTIVES:**
- Identify opportunities to use mentoring relationships to build capacity to improve quality and patient safety.
- Recognize successes and challenges in developing mentoring relationships.
- Interpret ways to develop or modify a mentor program in your state.

3B | Using Lean Strategies to Maximize the Revenue Cycle and Utilization in CAHs and RHCs

**ROOM: HOOVER**

Tracy Zayac • Public Service Executive, Flex/SHIP Program Manager, Bureau of Community Health Systems, Kansas Department of Health and Environment

Susan Runyan, MHCL • Consultant, Kansas Hospital Education and Research Foundation (KHERF)

Jennifer Brooks • Flex Program Coordinator, Primary and Rural Health Division, California Department of Health Care Services

**LEARNING OBJECTIVES:**
- Build effective relationships with subject matter experts.
- Develop lean projects that are relevant to critical access hospitals and rural health clinics.
- Describe how to effectively recruit hospitals and clinics to the project and maintain engagement.

3C | Survey Says?! Best Practices for Survey Design

**ROOM: MCKINLEY**

Penny Black, PhD, MS • Rural Health Epidemiologist, Wisconsin Office of Rural Health

**LEARNING OBJECTIVES:**
- Describe the basic components of well-designed surveys and assessments.
- Recognize how question wording, structure, and order can influence responses.
- Apply tips for improving current and future surveys and assessments in your state Flex Program.

Break for Lunch
11:45 a.m. – 1:00 p.m.

Enjoy your break! Lunch is on your own or you may have pre-paid for a meal option during registration. Please use this time to network.

Optional Peer Flex Program Networking Lunch
12:00 p.m. – 1:00 p.m.

**ROOM: WILSON ABC**

You are invited to bring your lunch to an informal roundtable networking opportunity. Use this time to connect with fellow Flex Program grantees in table conversations about topics that mean the most your work in Flex.

//See Breakout Session 4 on the next page
4A | Supporting Performance with CAH Financial Benchmarking
ROOM: HARDING
Kyle Cameron • Flex Program Coordinator, Wyoming Department of Health

LEARNING OBJECTIVES:
• Identify key CAH financial indicators.
• Interpret, analyze, synthesize, and evaluate key data to aid in strategy development.
• Apply the knowledge learned to your own Flex Program management.

4B | Using ZIP Code Level Data to Improve Community Health
ROOM: HOOVER
Stephen Njenga, MPH, MHA, CPHQ, CPPS • Director of Performance Measurement Compliance, Missouri Hospital Association, Management Services Corporation

LEARNING OBJECTIVES:
• Recognize the practical application of ZIP Code level data to target interventions.
• Summarize a case study about bringing partners together to address common issues as a first step of building healthy rural communities.
• Conclude how the results have helped a state Flex Program to determine the tools, resources, and adaptive support required by each participating hospital on their population health improvement journey.

4C | Flex Coordinator Collaboration with your State EMS Partners on Community Paramedicine (CP)
ROOM: MCKINLEY
Nick Galvez, MBA • Rural Hospital Manager, Office of Rural Health & David Ezzell, MPA • EMT, Paramedic, Education Consultant, Division of Health Service Regulation, Office of Emergency Medical Services, North Carolina Department of Health and Human Services

LEARNING OBJECTIVES:
• Identify how to assess your ability to partner with state EMS educators, determine counties in need of CP, and develop Flex activities.
• Review a method to monitor project progress and hold shareholder discussions.
• Describe how to create a plan for state or private funds to sustain the program.

Break | 1:45 p.m. – 2:00 p.m.
FORHP Closing Session
2:00 p.m. – 2:30 p.m.
ROOM: WILSON ABC
Sarah Young, MPH • Flex Program Coordinator, Federal Office of Rural Health Policy, Health Resources and Services Administration
Tracy Morton, MPH • Director of Population Health, National Rural Health Resource Center

LEARNING OBJECTIVES:
• Discuss key learnings from the RSV in a roundtable format.
• Determine take home action steps for your office and information to share with your rural partners.

//End of Day 3. Thank you for attending!
Planning Committee
Thank you to the Planning Committee for all of their insight and guidance.

Sarah Brinkman • RQITA
Jill Bullock • Arizona
Kyle Cameron • Wyoming
Yvonne Chow • FORHP
Jennifer Edwards • Pennsylvania
Laima Etchegoyhen • Nevada
Sarah Kahn-Troster • Flex Monitoring Team
Danielle Kunkel • Washington
Matt McCullough • Utah
Kathryn Miller • Wisconsin
Stephen Njenga • Missouri
Clarissa Noble • Virginia
Sarah Young • FORHP