Small Rural Hospital Transition (SRHT) Project

Rural Hospital Toolkit & Video Spotlights

SRHT Team
August 19, 2019

Agenda

- SRHT Hospital Outcomes

- Video Spotlights – hear from the stars!

- Rural Hospital Toolkit

- 2019 Application Period and Process

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Rural Health Innovations' 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

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Small Rural Hospital Transition (SRHT) Project

Supported By:

SRHT Project Purpose and Goals

- Supports rural hospitals nationally in bridging the gaps between the current volume-based system and the emerging value-based health care system

- Onsite consultations assist selected hospitals in transitioning to value-based care and preparing for population health

- Disseminates resources, best practices, and success stories

www.ruralcenter.org/rhi/srht

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SRHT Hospital Project Outcomes (2017-2018)

Five hospitals completed an FOA. Three FOA hospitals reported measurable outcomes.

- All three met their goals and increased net patient revenue by 4%, 5% and 11%

- All reduced days in net days accounts receivable

- Two improved days cash on hand

- All met goals for patient satisfaction scores for *"willingness to recommend"*

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SRHT Hospital Project Outcomes (2017-2018) Con't.

Four hospitals completed QI Projects

- All four increased net patient revenue and two met their goals

- All four reduced net days accounts receivable; three met their goals

- Three increased HCAHPS discharge planning scores

- Three met goals for *"willingness to recommend"*

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SRHT Success Stories

- Watch [Spotlight Videos](#) on previous SRHT Project hospitals

- Read [Hospital Spotlight](#) articles on past projects

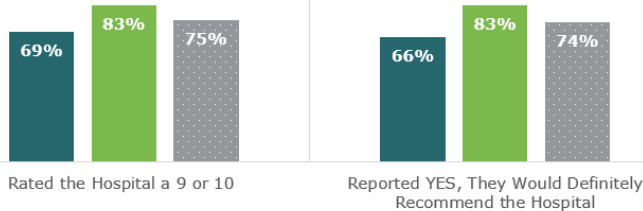- [Subscribe](#) to receive our monthly e-newsletter, Timely Transitions

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Video Spotlight on Roosevelt General Hospital

Roosevelt General Hospital HCAHPS Scores *(Patients who…)*

- Pre-Project
- Post-Project
- National Averages

Rated the Hospital a 9 or 10
- 69%
- 83%
- 75%

Reported YES, They Would Definitely Recommend the Hospital
- 66%
- 83%
- 74%

Roosevelt General Hospital - SRHT Project Spotlight

Watch later Share

Watch the video!

*"I want everybody to know the value of the SRHT program because this opportunity has been **life changing for our hospital** and for so many people in our community."*

*"We have been able to now be in the black, and we expect to have **nearly a million dollars of positive revenue this year**, whereas, we have no history of being in the black before for this facility, so that's very exciting for us."*

*"SRHT gave us a different perspective. Instead of just looking at reducing costs and eliminating waste, our project really **focused on growth** as an organization so that we could bring those services that our community wants and needs to our people."*

In one year, RGH was able to:

- Reduced bad debt by 25%

- Increased point of service collections by 22% (clinic) & 15% (hospital)

- Increased collections by $2.25 million

- Reduced past time refiling by over 52%

- Reduced no prior authorization denials by 77%

- Reduced registration errors by 60%

- Reduced days in accounts receivable from 77 to 50

- Reduced non-acute patient visits in the ED by 25% in just three months

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9

Video Spotlight on Bacon County Hospital

*"Our patients have rated us **#1 in patient satisfaction** and patient experience in our region. That I think was a direct result of the SRHT project."*

*"SRHT **gave us awareness** of the opportunity that advanced payment models can have on quality of care and decreasing overall costs.*

*"SRHT brought more awareness of how we can leave the four walls of the hospital and go into the community to **impact a population**. We are focusing on employees as a piece of population health management."*

*"The basics to sustaining or **hardwiring the achievements** that we've made is to involve your frontline staff. **Staff is the key**. The culture of ownership really drives sustainability."*

*"We challenged all of our department directors to come up with a Lean charter. We had **over 20 charters developed and implemented**, and we've identified several programs and initiatives that have really impacted our operations."*

Bacon County Hospital - SRHT Project Spotlight
Watch later   Share

Bacon County Hospital
Alma, Georgia

Watch the video!

BCHHS Outcomes:

- Increased point-of-service to $1.3 million

- Three PCPs will be added, including one PCP they put through medical school

- Recognized as an "Exemplar Practice" and presented at the 2019 CMS Quality Conference + named a Top 10 Hospital because of zero harm to patients

- HCAHPS revealed 88% would recommend the hospital

- Hired a marketing consultant to create a branding team of staff to be champions of the recently updated strategic plan

- Several directors have earned their LEAN green belt, with the goal to have every director certified

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The Rural Hospital Toolkit

Rural Hospital Toolkit for Transitioning to Value-based Systems

With the support of the Federal Office of Rural Health Policy, The Rural Hospital Toolkit for Transitioning to Value-based Systems (Toolkit) was developed to disseminate consultant recommended best practices and transition strategies identified through the Small Rural Hospital Transition (SRHT) Project. The Toolkit shares best practices for improving financial, operational and quality performance that position rural hospitals and networks for the future, as well as outlines strategies for transitioning to value-based payment and population health. Rural providers and leaders should use the Toolkit to identify performance improvement opportunities for their hospitals and networks, and develop strategies for successfully transitioning to population health.

- Self-assessment for Transition Planning
- Strategic Planning
- Leadership: Board, Employee and Community Engagement
- Physician and Provider Engagement and Alignment
- Population Health Management
- Financial and Operational Strategies
- Revenue Cycle Management and Business Office (BO) Processes
- Quality Improvement
- Community Care Coordination and Chronic Care Management

📄 SRHT Toolkit FACT SHEET (PDF Document - 1 page)

Self-assessment for Transition Planning

Strategic Planning

Leadership: Board, Employee and Community Engagement

Physician and Provider Engagement and Alignment

Population Health Management

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Quality Improvement

Community Care Coordination and Chronic Care Management

Upcoming Events

UPCOMING HELP WEBINAR

SRHT Toolkit Updates and Video Spotlights

📅 August 19, 2019

Hear the latest updates to the Toolkit for Transitioning to Value-Based Systems and see the SRHT hospital spotlight videos featuring Bacon County Hospital and Health System and Roosevelt General Hospital.

UPCOMING SRHT LEARNING COLLABORATIVE

Learning Collaborative Four

Rural Hospital Toolkit

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Toolkit Purpose

- Provides access to industry accepted best practices
- Shares consultant recommendations to transition to value strategies
- Shares successful hospital examples
- Incorporates feedback from hospital administrators
- Prepares for the transition to a value based system

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Toolkit Audience

- Small rural hospitals
  - Critical access hospitals (CAH)
  - Prospective payment system (PPS) hospitals
- Rural health networks
- State offices of rural health
- Hospital associations

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Toolkit Content

<u>Self-assessment for Transition Planning</u>

1. <u>Strategic Planning</u>

2. <u>Leadership: Board, Employee and Community Engagement</u>

3. <u>Physician and Provider Engagement and Alignment</u>

4. <u>Population Health Management</u>

5. <u>Financial and Operational Strategies</u>

6. <u>Revenue Cycle Management and Business Office (BO) Processes</u>

7. <u>Quality Improvement</u>

8. <u>Community Care Coordination and Chronic Care Management</u>

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Examples of Toolkit Resources

Resources embedded in Toolkit include, but not limited to:

- Best practice tools
- Downloadable templates that are MS Word and Excel file compatible format
- Zip files with ready to go templates
- Metrics for benchmarking (KPI's, quality measures)
- Relevant webinar playbacks for educational purpose
- Hospital Spotlights to demonstrate real-life examples

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How to Access Toolkit

Toolkit

Rural Hospital Toolkit for Transitioning to Value-based Systems

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Provide Feedback

If you have suggestions that would make this toolkit a more useful resource, please share

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Upcoming Events

UPCOMING HELP WEBINAR
Rural Hospital Toolkit Spotlight
August 20, 2018
Learn more about the Toolkit and harvest the best resources for your organization's use, including our newest addition to the Toolkit, video spotlights!

UPCOMING HELP WEBINAR
Reaching Financial Success in the Transition to Value
September 11, 2018
Findings from the 2018 Rural Hospital Financial Summit are reviewed in this webinar.

Toolkit

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Quality Improvement

Quality Improvement

Hospital Best Practices and Recommended Strategies

- Quality-Focused Culture
- Provider Communication and Patient Engagement
- Quality and Patient Satisfaction Scores
- Care Management
- Discharge Planning
- Care Transitions and Readmissions
- Quality Improvement Tools
- Quality Indicators and Reporting Tools
- Trainings and Examples
- SRHT Hospital Success Story

Quality-Focused Culture

Implement the following best practices to develop an organization-wide quality-focused culture

- CMS Conditions of Participation requires CAHs and PPS facilities to implement, maintain and evaluate their own Quality assurance / performance improvement (QAPI) program to monitor and improve patient care and incorporate quality indicator data related to hospital readmissions and hospital-acquired conditions. Best-practice rural hospitals ensure that all

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Quality Improvement

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Strategic Planning

Strategic Planning

Hospital Best Practices and Recommended Strategies

The tools below help hospital and network leaders to prepare, develop, implement and communicate a strategic plan that positions the organization for population health. Complete the following steps and apply the available resources to plan, execute and communicate an effective strategic plan.

- Perform a Transition Self-Assessment
- Complete a Community Health Needs Assessment (CHNA)
- Use the Performance Excellence Blueprint
- Use the Strategy Map Template
- Use the Balanced Scorecard Template
- Communicate the Strategic Plan
- Trainings and Examples

Perform a Transition Self-Assessment

- Perform a self-assessment to identify performance improvement opportunities and areas for growth and development
- Use findings to prepare a strategic plan that positions your hospital for participation in a value-based system and prepares you for population health management

Complete a Community Health Needs Assessment (CHNA)

- Use findings from the CHNA to develop a community care coordination plan and support

Self-assessment for Transition Planning

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Strategic Planning

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QI Dashboard Template

DELTA MEMORIAL HOSPITAL QUALITY DASHBOARD 2019

Dashboard Key:
Green – Indicates performance Meets or exceeds benchmark
Yellow – Indicates performance is within 5 points (%) of benchmark
Red - Indicates performance is outside of benchmark by greater than 5 points (%)

Access the Dashboard!

INDICATOR	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
ACUTE CARE												
Inpatient Admissions												
30 day readmission rate for "All-Cause" Benchmark: <20%												
Fall Risk Assessment on Admission Completed Benchmark: 95%												
Fall with injury incidence (per patient days in month)												
Hospital Acquired Pressure Ulcer Incidence (per patient days in month) Benchmark: 0												
Average length of Stay in days												
Inpatient Discharges per month												
SWING BED UTILIZATION												
Swing bed days per month												

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Develop a Strategy Map and Implement

Develop a Strategy Map and Implement the Strategic Plan

- Apply the Value-Based Summit Strategic Planning Guide and Templates to develop a Strategic Map
  - Use the series of five Learning Collaborative webinar recordings with rural hospitals and experts guiding them through a process to use the downloadable, pre-filled templates to develop and tailor their own Strategy Map. The recordings also include educational slides from our subject matter experts and facilitated hospital discussion.
  - Download the Strategy Map Template in Microsoft Word format to develop a strategy map
  - Use Strategic Map to communicate strategic initiatives, and effectively execute and implement the strategic plan

Develop a Balanced Scorecard to Monitor and Drive Performance

- Apply the Value-Based Summit Strategic Planning Guide and Templates to develop a Balanced Scorecard (BSC)
  - Use the series of five Learning Collaborative webinar recordings with rural hospitals and experts guiding them through a process to use the downloadable, pre-filled templates to develop and tailor their own BSC. The recordings also include educational slides from our subject matter experts and facilitated hospital discussion.
  - Download the Balanced Scorecard Template to develop a dashboard that supports the Strategic Map and the organization-wide initiatives
  - Use the Balanced Scorecard to track and monitor performance and achievement towards goals, as well as demonstrate the value of the organization

Communicate the Strategic Plan

- Use the Strategic Map and Balanced Scorecard to communicate the strategic initiatives throughout the organization

Strategic Planning

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Rural Hospital Value-Based Strategic Summit

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Access Summit Resources

2017 Rural Hospital Value-Based Strategic Summit: BSC & Strategy Map Templates

Downloads & Links

- Value-Based Summit Template Guide (PDF Document - 58 pages)
- Strategy Map Template (Word - 2 pages)
- Balanced Scorecard Template (Word - 5 pages)

August 2017
Author: National Rural Health Resource Center (The Center)

The 2017 Rural Hospital Value-Based Strategic Summit was templates that improve organizational planning, strengthen operationalize key strategies that enable hospitals and netwo value.

The Transition to Value Strategy Map and Balanced Scorecar separate downloadable Microsoft Word documents. The temp designed to allow hospital and network leaders to incorporat strategic plans to provide a framework that supports popula

Related Collections

The following collections feature this content:

COLLECTION
Preparing for Future Models of Health Care
View resources to promote understanding of the

Strategy Map and BSC Learning Collaborative Recordings

Downloads & Links

- LC Details and Objectives (PDF Document - 4 pages)
- Guide and Templates
- LC1 Playback (Adobe Flash)
- LC2 Playback (Adobe Flash)
- LC3 Playback (Adobe Flash)
- LC4 Playback
- LC5 Playback (Adobe Flash)

May 2019
Author: National Rural Health Resource Center (The Center)

The Center created the SRHT Selected Hospital Learning Collaborative (LC) to support selected hospitals with developing and implementing a Strategy Map and Balanced Scorecard (BSC). A series of five Learning Collaborative (LC) webinar recordings with rural hospitals and experts guiding them through a process to use the downloadable, pre-filled templates to develop and tailor their own Balanced Scorecard (BSC) & Strategy Map. The recordings also include

Related Collections

The following collections feature this content:

COLLECTION
Strategic Planning
Systems approach planning tools to develop and execute effective strategic plans.

Upcoming Events

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SRHT Toolkit Updates and Video Spotlights
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Access Strategy Map & BCS Recordings

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Value-Based Strategic Planning Guide

Value-Based Strategic Planning Guide

2017 Rural Hospital Value-Based Strategy Summit

August 18, 2017

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Get to know us better: www.ruralcenter.org

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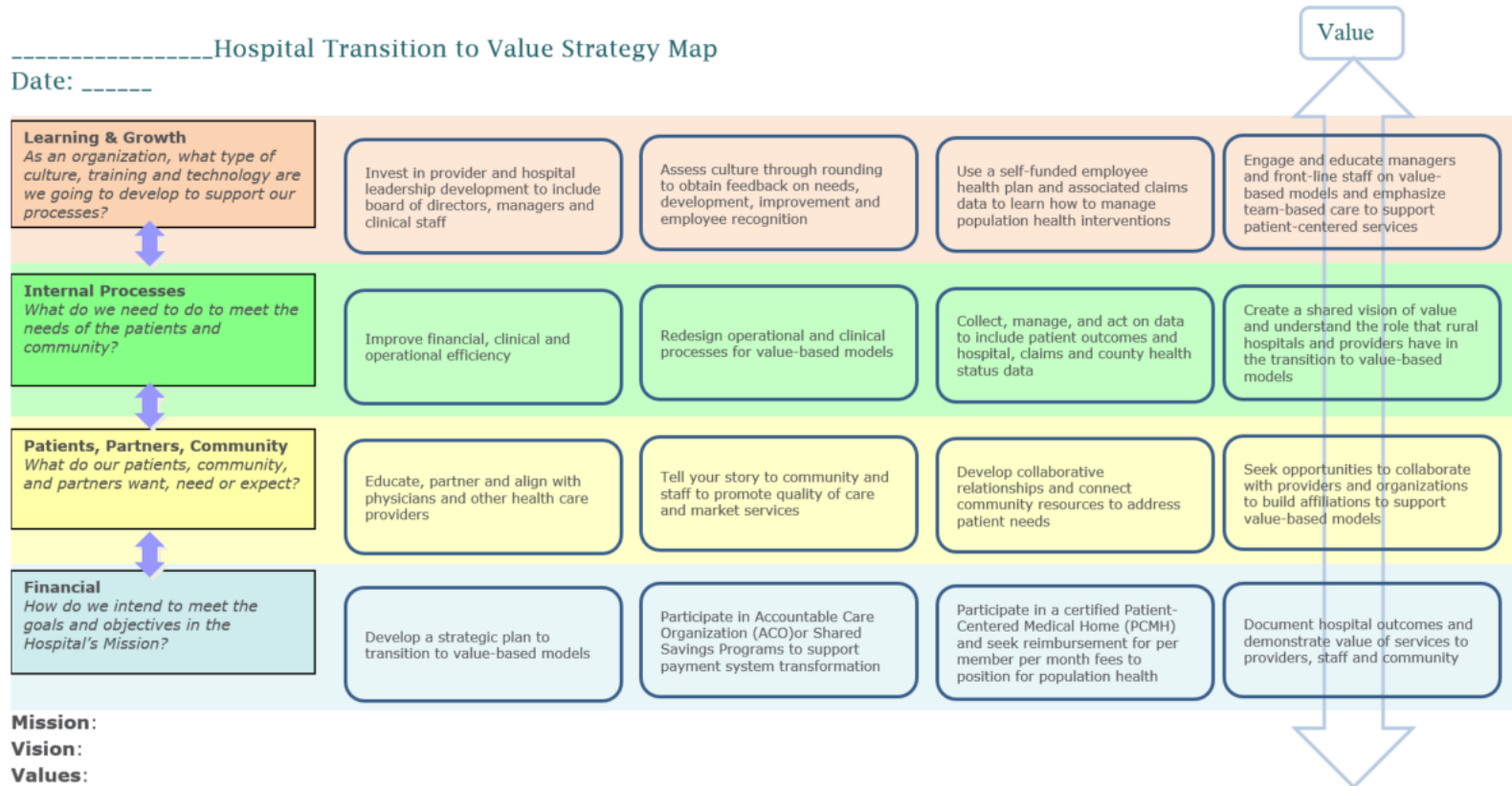Value-Based Summit Template Guide (PDF)

Strategy Map Template (Word)

Balanced Scorecard Template (Word)

Learning Collaborative Recordings (Flash)

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Strategy Map Template

_____Hospital Transition to Value Strategy Map

Date: _____

Value

Learning & Growth As an organization, what type of culture, training and technology are we going to develop to support our processes?	Invest in provider and hospital leadership development to include board of directors, managers and clinical staff	Assess culture through rounding to obtain feedback on needs, development, improvement and employee recognition	Use a self-funded employee health plan and associated claims data to learn how to manage population health interventions	Engage and educate managers and front-line staff on value-based models and emphasize team-based care to support patient-centered services
Internal Processes What do we need to do to meet the needs of the patients and community?	Improve financial, clinical and operational efficiency	Redesign operational and clinical processes for value-based models	Collect, manage, and act on data to include patient outcomes and hospital, claims and county health status data	Create a shared vision of value and understand the role that rural hospitals and providers have in the transition to value-based models
Patients, Partners, Community What do our patients, community, and partners want, need or expect?	Educate, partner and align with physicians and other health care providers	Tell your story to community and staff to promote quality of care and market services	Develop collaborative relationships and connect community resources to address patient needs	Seek opportunities to collaborate with providers and organizations to build affiliations to support value-based models
Financial How do we intend to meet the goals and objectives in the Hospital's Mission?	Develop a strategic plan to transition to value-based models	Participate in Accountable Care Organization (ACO)or Shared Savings Programs to support payment system transformation	Participate in a certified Patient-Centered Medical Home (PCMH) and seek reimbursement for per member per month fees to position for population health	Document hospital outcomes and demonstrate value of services to providers, staff and community

Mission:

Vision:

Values:

[Strategy Map Template](#)

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SRHT Application for Consultation Projects

Application Period: September 25 - October 16, 2019

Watch the short video

Hospital Eligibility

Small rural hospitals:

- Located in a FORHP defined rural community, persistent poverty county (PPC) or a rural census tract of a metro PPC

- Have 49 staffed beds or less as reported on the most recently filed Medicare Cost Report

- Hospitals may be for-profit or not-for-profit, including faith based. Hospitals in U.S. territories as well as tribally operated hospitals under Titles I and V of P.L. 93-638 are eligible to apply.

SRHT Project Eligibility

9 Hospitals Selected For Onsite Projects

- Nine (9) hospitals are selected to receive onsite consultations for either a financial operational assessment (FOA) or quality improvement (QI) project

- At least three (3) hospitals are selected for both FOA and QI projects

- If a sufficient number of applications is not received, SRHT on-site TA may be extended to small rural hospitals (49 beds or less) residing in non-persistent poverty counties

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Select Either an FOA or QI Project

Financial Operational Assessment (FOA) - Identifies strategies and develops tactics that increase operational efficiencies, improve financial position, and assist leaders with maximizing reimbursement where possible to help their hospitals be financially stable during the transition to population health.

Quality Improvement (QI) Project - Assesses utilization review, discharge planning, care coordination and resource utilization to yield cost-effective, quality outcomes that are patient-centric and safe. Overall, improves transition of care, quality reporting, patient satisfaction, as well as patient and family engagement to prepare for population health.

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Anticipated Outcomes and Tracking Measures

- Increase Net Patient Revenue

- Increase Days of Cash on Hand

- Reduce Days in Net Accounts Receivable

- Reduce Readmissions

- Improve Overall Rating of Hospital HCAHPS scores

  - Improve discharge planning

  - Improve Transitions of Care

  - Improve 'Would Recommend Hospital'

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Previously Selected Hospitals May Re-apply in Alternating Years

- Previous participating hospitals may **re-apply** in **alternating** years for the consultation that was not previously supported, but will not be selected in **consecutive** years

  ◦ Hospitals participating in SRHT Project **prior to** program year 2018-2019 may submit an application for onsite TA that they have not received in the previous consultation

- Hospitals that participated in the program year 2018-2019 are ineligible to submit an application for 2019-2020

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To Apply for SRHT Project

- If you plan to apply for a SRHT project, please submit a [letter of intent](#) by September 15

- Utilize the pdf forms to begin to work on the application now, to prepare to apply 9/25-10/16

  - [SRHT Application Questions 2019-2020](#)

  - [Self-assessment Questions](#)

[Application for Onsite Consultation](#)

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Prepare for the Open Application Period

Prepare for the 2019-2020 SRHT Application

The documents below are a preview of the 2019 application. The forms provide an option to begin work on the application in advance of the online release date.

📄 SRHT Application Questions 2019 2020 (PDF Document - 10 pages)

📄 Self-Assessment Questions 2019 2020 (PDF Document - 3 pages)

Helpful Hints to Submit a Successful Application

- Both critical access hospitals (CAH) and prospective payment system (PPS) hospitals must complete all questions for both the application and the self-assessment
- All applicants must explain both Yes and No responses, even if the question specifies clarification for only 'if yes' or 'if no' answers
- The online application does not allow for applicants to save their work. Applicants can cut from MS Word document with prepared answers and paste into the online application.
- Incomplete applications will be returned and not scored. An application will be considered incomplete if a section is missing, or if information within any section of the application is missing.
- Should an applicant determine that revisions are required after the application or self-assessment have been submitted, a new online application and/or self-assessment may be resubmitted. The most recent submission will be reviewed and scored.

Submit Online Application and Self-assessment

The online application will be available September 25 - October 16, 2019.

Online application and self-assessment will be available on September 25

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Selection Process Considers Hospitals that...

- Are willing and able to meet [program requirements](#), [readiness requirements](#), and [project expectations](#)

- Have no pending projects or anticipated issues that would hinder the TA process

- Have TA needs that are congruent with the SRHT Projects and available services

- Have implemented the consultant recommendations and demonstrated that no further performance improvement opportunities from previously supported SRHT Projects

- Are not currently supported with a SRHT-like Project

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Consultation Process and Time Requirements

I. Pre-onsite Planning

II. First Onsite Consultation: Interviews

III. Prepare for Second Onsite Consultation

IV. Second Onsite Consultation: Report Presentation and Action Planning

V. Implementation of Action Plan

VI. Post-project Follow-up

VII. Participate in a Learning Collaborative
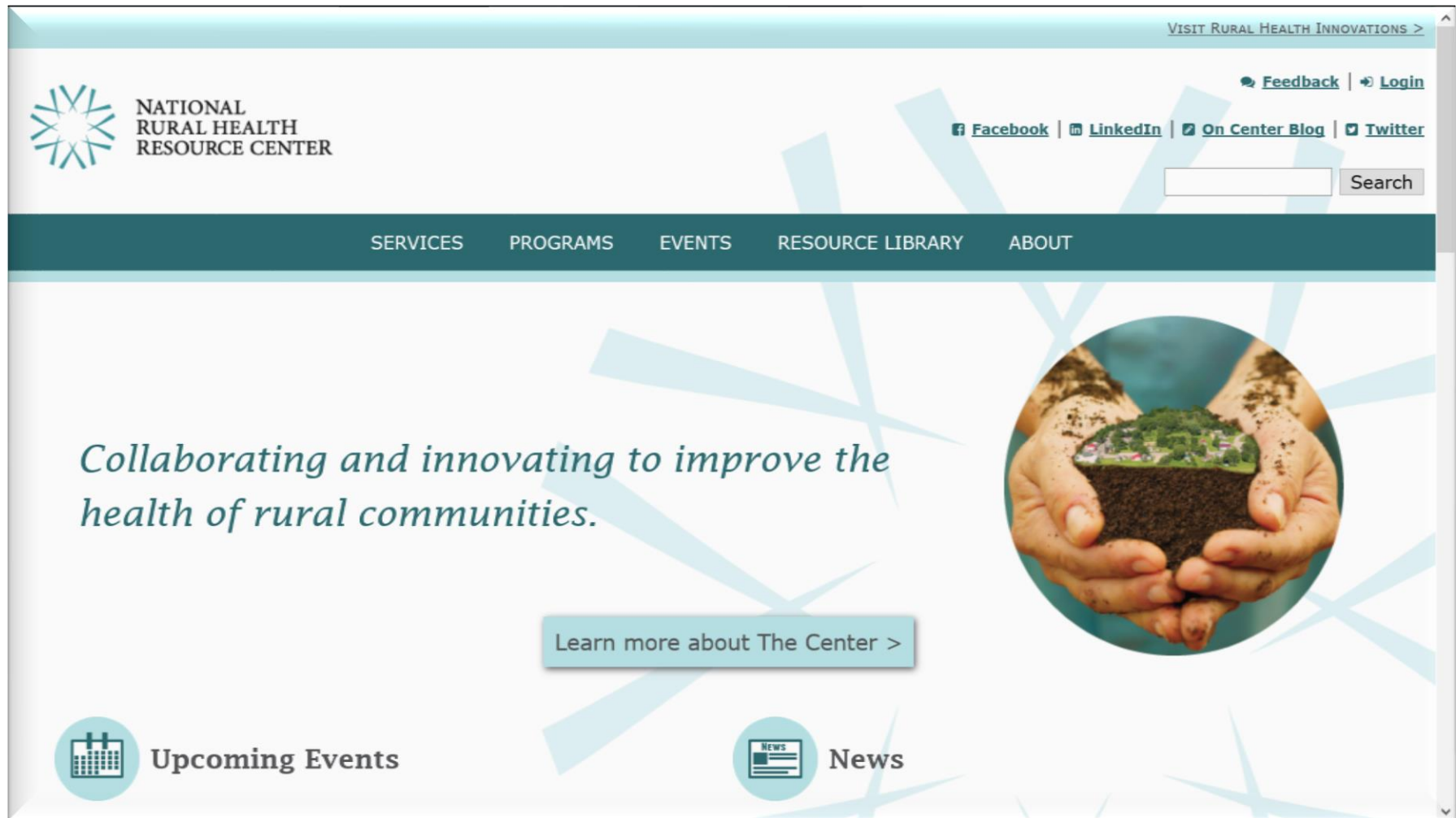
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Download Handouts To Learn More

- [SRHT Work Plan and Consultation Process](#) - Outlines the hospital's FOA and QI project work plan, discusses who should be involved, and defines the methodology

- [SRHT Post-Project Tracking and Reporting](#) - Outlines the post-project process and reporting requirements for demonstrating measurable outcomes

- [SRHT Consultation Process and Estimated Time Requirements](#) - Estimates the time required for hospital teams to complete program activities

[Hospital Work Plans](#)

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Let Us Be Your Resource Center

www.ruralcenter.org

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