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Small Rural Hospital Transition (SRHT) Project

Selected Hospital Kick-off Webinar

November 29, 2018

SRHT Kickoff Webinar Agenda

- Welcome and Introductions
- Selected Hospitals
- SRHT Purpose
- Preparing for a Value-based System
- Hospital Readiness
- Project Planning and Consultation Process
- Hospital Spotlights
- Learning Collaborative
- Rural Hospital Toolkit and Other Resources
- Questions and Answers

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Rural Health Innovations' Purpose

Rural Health Innovations (RHI), LLC, is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are the nation's leading technical assistance and knowledge centers in rural health. In partnership with The Center, RHI connects rural health organizations with innovations that enhance the health of rural communities.

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SRHT Team

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[Read staff bios on the website]

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U.S. Department of Health & Human Services
HRSA
Federal Office of Rural Health Policy

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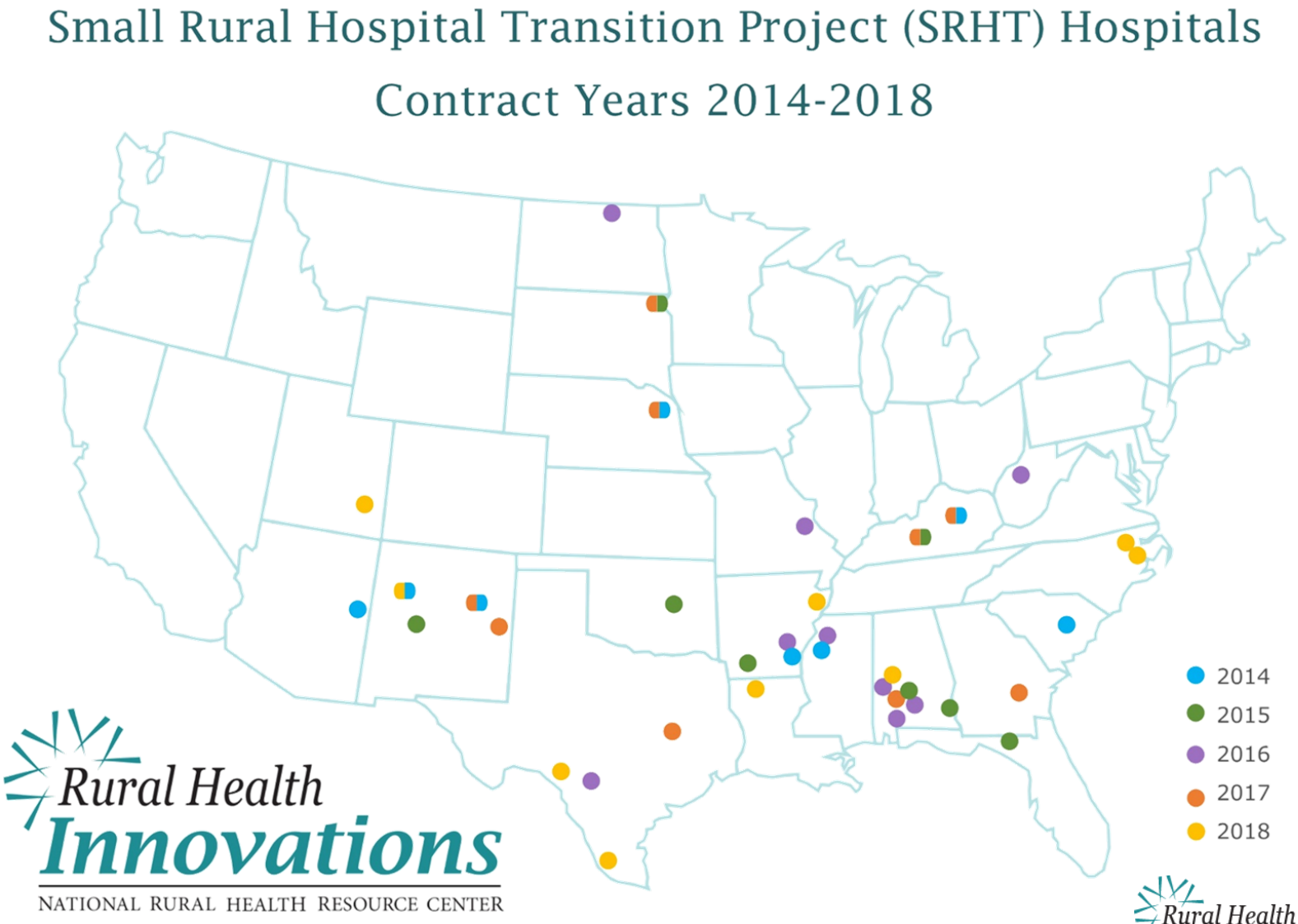
Making an Impact: 43 Projects



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Congratulations to the 2018 Selected Hospitals!

Hospital	City	State	Project Selected
Greene County Hospital	Eutaw	Alabama	FOA
South Mississippi County Regional Medical Center	Osceola	Arkansas	FOA
Claiborne Memorial Medical Center	Homer	Louisiana	QI
Cibola General Hospital	Grants	New Mexico	FOA
Martin General Hospital	Williamston	North Carolina	QI
Washington County Hospital	Plymouth	North Carolina	FOA
Starr County Memorial Hospital	Rio Grande City	Texas	QI
Val Verde Regional Medical Center	Del Rio	Texas	QI
Blue Mountain Hospital	Blanding	Utah	FOA

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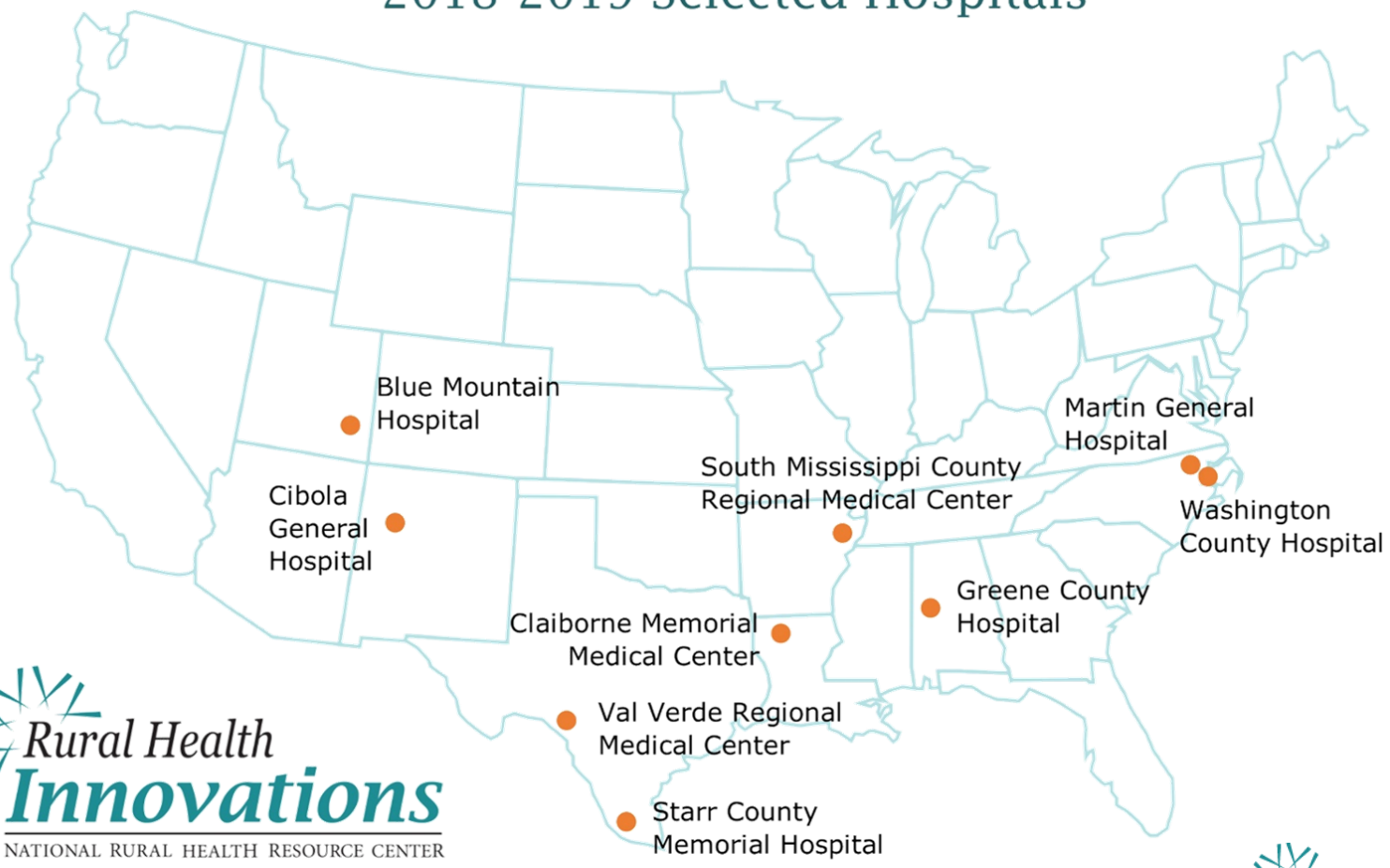
We Can't Wait to Work with You!

Small Rural Hospital Transition (SRHT) Project

2018-2019 Selected Hospitals



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SRHT Purpose

- Support small rural hospitals nationally in bridging the gaps between the current fee-for-service system and the newly emerging one based on quality and value
- Assist hospitals in preparing to become participants in Alternative Payment Models (APM)
- Disseminate successful transition strategies to rural providers and their communities

Prepare For a Value-Based System

Hospital Readiness for the SRHT Project

- Selected hospitals must be ready, willing and able to:
  - Undertake a comprehensive consultation project
  - Meet program requirements and project expectations
- Selected hospitals unable to meet program and readiness requirements, which includes deadlines, will be placed back in queue for future consideration and the consultation slot will be provided to the next ranked hospital

Selected Hospitals Must Be Ready To…

- Schedule and reserve onsite consultation dates
- Meet all deadlines and submit all data requests
- Implement recommended best practices and transition strategies
- Participate in Learning Collaborative (LC)
- Demonstrate measurable outcomes
- Utilize the Transition Toolkit and other resources
- Complete post-project follow-up activities at 6 and 12 months
- Share successes through Hospital Spotlights
- Participate in HELP webinars to build staff capacity

SRHT Consultation Projects

Financial Operational Assessment (FOA)

- Identifies strategies and develops tactics that improve operational efficiencies, as well as quality and patient satisfaction

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

- SRHT Work Plans and Consultation Process

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Onsite Consultations: Stroudwater Associates

Eric Shell

Matt Mendez

Carla Wilber

Lindsay Corcoran

[Read consultant bios on the website]

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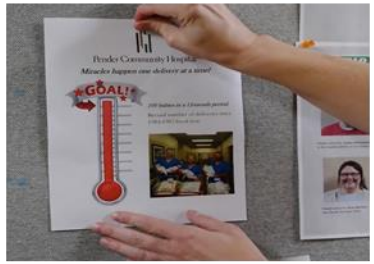
Pre-Onsite Planning Activities

- RHI staff will work with you to schedule onsite dates
- Submit data request and interview schedule by 12/17
- Hold first planning call with consultant and SRHT staff 1-2 weeks prior to first onsite consultation

Pender Community Hospital
Pender, NE
2014 FOA & 2017 QI Projects



Spotlight: Pender Community Hospital Surpassing Project Goals

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First Onsite Consultation Visit

- Full workday for hospital executive and management teams and consultants
- Interviews with executive and management team members, medical staff and board members
- Discovers opportunities for implementing best practices and adopting transition strategies
- Board education provided on future of health care

[Spotlight: Guadalupe County Hospital Improves Patient Discharge Experience]

Guadalupe County Hospital Santa Rosa, NM 2014 QI & 2017 FOA Projects

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Prepare for Second Onsite Consultation Visit

- CEO to review report and recommendations, and submit feedback to consultant within two weeks
- Hold report review call with consultant, if needed

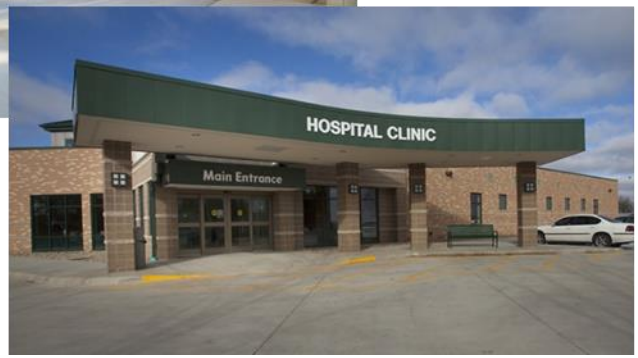
Marcum & Wallace Memorial Hospital Irvine, KY 2014 FOA & 2017 QI Projects

[Spotlight: Marcum & Wallace Memorial Hospital Successfully Impacts Project Outcomes]

Second Onsite Consultation Visit

- Report presented to executive and management teams, BOD, medical staff, and other community champions and state partners that the CEO would like to invite
- Action planning with executive and management team for the remainder of the day

Coteau des Prairies Health Care System Sisseton, SD 2015 FOA & 2017 QI Projects



[Spotlight: Coteau des Prairies Keeping Services Close to Home]

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Finalize Report and Initiate Implementation Process

- Finalize report and action plan with consultant
- Report is considered final two weeks following the 2nd visit
- Initiate the implementation of best practices and transition strategies with the finalization of the action plan

Spotlight: Russell County Hospital Aligning for Future Success

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Post-Project Follow-Up Process

- Monitor hospital progress for one year post-project
- Complete the first Recommendation Adoption Progress (RAP) interview at 6 months post-project
- Complete the second RAP interview at 12 months post-project
- Submit post-project values at 12 months for SRHT tracking measures
- Refer to the SRHT Post-Project Tracking and Reporting handout for process details, tracking measures and interview questions

Measurable Outcomes

Anticipated Outcome	Tracking Measure	Pre-Project Values	Post-Values: 12 months
Increase Net Patient Revenue	Net Patient Revenue		
Increase Days of Cash on Hand	Days of Cash on Hand		
Reduce Days in Net Accounts Receivable	Days in Net A/R		
Reduce Readmissions	Total Readmission Rate		
Improve discharge planning HCAHPS scores	*Patients who reported that YES, they were given information about what to do during their recovery at home*		
Improve Transitions of Care HCAHPS Scores	*Patients who Strongly Agree they understood their care when they left the hospital.*		
Improve Overall Rating of the Hospital HCAHPS scores	*Patients who gave their hospital a rating of 9 or 10 on a scale from 0 (lowest) to 10 (highest)*		
Improve Would Recommend Hospital HCAHPS Scores	Patients who reported YES, they would definitely recommend the hospital"		

Recommendation Adoption Progress (RAP) Interview Approach

- RAP utilizes appreciative inquiry interview approach to obtain information about the successes of the hospital's SRHT Project
  - Focuses on progress and 'what's going well'
  - Captures project outcomes and impact on the hospital
  - Gathers both qualitative and quantitative data

RAP Interview Process

- Performed via a telephone conversation at 6 and 12 months post-project
- Includes CEO and other executive and management team members
- Interview questionnaire, hospital project report, action plan with tracking measures are sent in advance to assist the team with interview preparation
- Identifies successful hospital projects to spotlight

Hospital Spotlights and Timely Transitions

- Successful hospital projects are showcased in Hospital Spotlights
- Shares hospital project outcomes, best practice examples and successful transition strategies
- Disseminated in the SRHT monthly online newsletter, *Timely Transitions*

Timely Transitions is the SRHT Project's monthly newsletter with resources and educational opportunities.

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Small Rural Hospital Transition (SRHT) Project

With the support of the Health Resources and Services Administration's (HRSA) Federal Office of Rural Health Policy, the National Rural Health Resource Center and Rural Health Innovations provide educational opportunities and on-site technical assistance for the SRHT Project to assist bridging the gaps between the current health care system and the newly emerging health care delivery and payment system.

Timely Transitions Newsletter
October 2018

Newsletter Contents

Spotlight: Washington County Memorial Hospital
Vulnerable Hospital Technical Assistance
National Rural Health Day
Federal Resource Guide-Substance Use Disorder
Upcoming HELP Webinars
HELP Playbacks

Washington County Memorial Hospital Improving Patient Experience

Washington County Memorial Hospital (WCMH) is a 25-bed, not-for-profit, Critical Access Hospital (CAH), providing acute care, swing bed, emergency medicine, rehabilitation therapies, imaging, lab, surgical services and primary care to the residents of Potosi, Missouri and surrounding communities. WCMH also operates four rural health clinics (RHCs) and a robust specialty care clinic. Their mission is "to provide high quality service and personable care to all we serve while seeking to improve the health and well-being of our community." WCMH participated in a Quality of Care and Transition of

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Hospital Spotlights & Videos

HOSPITAL SPOTLIGHT

Minnie Hamilton Health Care Center Experiencing Improved Community Feedback

October 2018

Minnie Hamilton Health Care Center shares their continued progress on their SRHT Quality of Care and Transition of Care Project. They were previously spotlighted in February 2018.

HOSPITAL SPOTLIGHT

Evergreen Medical Center Remains Committed to Quality Care

September 2018

Evergreen Medical Center in Alabama utilized the recommendations from their SRHT QI Project to continue to improve the patient experience in their hospital.

HOSPITAL SPOTLIGHT

Tallahatchie General Hospital: 5-Star HCAHPs Facility

August 2018

Tallahatchie participated in a SRHT Quality Improvement and Transition of Care Project in 2017. They are proud of their recent designation 5-star HCAHPS facility!

HOSPITAL SPOTLIGHT

At Presentation Medical Center: Culture Impacts Success

July 2018

Senior leadership at Presentation Medical Center is guided by the principle that progress is most effectively accomplished by starting with a strong and engaged leadership team. This is evident in the outcomes of their SRHT project.

HOSPITAL SPOTLIGHT

Uvalde Memorial Hospital Strategizes SRHT Implementation

June 2018

UMH successfully incorporated the ten action items recommended in their 2017 FOA strategic

[Hospital Spotlights]

Hospital Videos & Outcomes

Learn how the Small Rural Hospital Transition (SRHT) Project has assisted hospitals to transition to value and population health through program examples. Success stories and outcomes are showcased in these presentations.

Pender Community Hospital, located in Pender, Nebraska, shares ways they utilized the recommendations from their SRHT Financial Operational Assessment and the outstanding financial impact it has had on their hospital.

[Success Story Videos]

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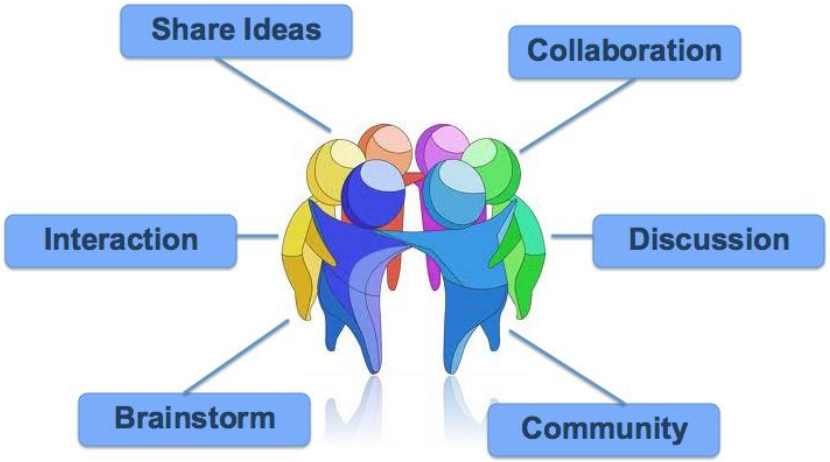
Learning Collaborative Purpose

- Provide leadership with tools that assist hospitals in transitioning to a value-based system
- Assist leaders with demonstrating value of the hospitals
- Support hospitals with improving performance and increasing efficiency



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Learning Collaborative Virtual Meetings

Four **interactive** virtual meetings that:

- Share strategy planning for population health
- Promote open discussions among all hospital teams to share ideas, successful strategies and lessons learned
- Apply tools to assist hospital teams with developing a strategy map and balanced scorecard
    - Value-Based Summit Strategic Planning Guide and Templates

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Learning Collaborate Dates

Wednesday, March 20, 2019

- LC1: Using Self-Assessment Results to Initiate Strategic Planning to Position for Population Health

Wednesday, May 15, 2019

- LC2: Strategy Map Development

Wednesday, July 17, 2019

- LC3: Balanced Scorecard (BSC) Development

Wednesday, August 21, 2019

- LC4: Using the Strategy Map & BSC to Demonstrate Value and Position for the Future

The Rural Hospital Toolkit for Transitioning to Value-based Systems (Toolkit)

With the support of the Federal Office of Rural Health Policy, the Toolkit was developed to:

- Disseminate consultant recommended best practices for improving financial, operational and quality performance
- Share key transition strategies that position rural hospitals and networks for the future
- Distribute tools that support the implementation of best practices and adoption of transition strategies
- Share evidenced-based methods provided through nationally recognized organizations

Toolkit Collections

The Toolkit is comprehensive and represents the SRHT hospital consultation reports and action plans

- 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

Additional Resources

Financial and quality performance improvement and transition to value resources are available for rural hospitals, networks and providers and include:

- Population Health Portal
- 2016 Financial Leadership Summit Report
- Rural Provider Leadership Summit Findings
- HELP webinars
- Timely Transitions monthly newsletter

Hospital Press Release

- Customized press releases concerning award of the SRHT Project have been created for each hospital
- Press releases will be sent to you
- Hospitals may use the press release at will and are encouraged to share it with the local media to raise public awareness of hospitals' success

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Let Us Be Your Resource Center

Use The Center and RHI websites as a resource.

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