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
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.
SRHT Team

Sally  Terry  Bethany  Rhonda  Kim  Alyssa

Read staff bios on the website
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Small Rural Hospital Transition Project (SRHT) Hospitals
Contract Years 2014-2018

Making an Impact: 43 Projects
Congratulations to the 2018 Selected Hospitals!

<table>
<thead>
<tr>
<th>Hospital</th>
<th>City</th>
<th>State</th>
<th>Project Selected</th>
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</thead>
<tbody>
<tr>
<td>Greene County Hospital</td>
<td>Eutaw</td>
<td>Alabama</td>
<td>FOA</td>
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<tr>
<td>South Mississippi County Regional Medical Center</td>
<td>Osceola</td>
<td>Arkansas</td>
<td>FOA</td>
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<tr>
<td>Claiborne Memorial Medical Center</td>
<td>Homer</td>
<td>Louisiana</td>
<td>QI</td>
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<tr>
<td>Cibola General Hospital</td>
<td>Grants</td>
<td>New Mexico</td>
<td>FOA</td>
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<tr>
<td>Martin General Hospital</td>
<td>Williamston</td>
<td>North Carolina</td>
<td>QI</td>
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<tr>
<td>Washington County Hospital</td>
<td>Plymouth</td>
<td>North Carolina</td>
<td>FOA</td>
</tr>
<tr>
<td>Starr County Memorial Hospital</td>
<td>Rio Grande City</td>
<td>Texas</td>
<td>QI</td>
</tr>
<tr>
<td>Val Verde Regional Medical Center</td>
<td>Del Rio</td>
<td>Texas</td>
<td>QI</td>
</tr>
<tr>
<td>Blue Mountain Hospital</td>
<td>Blanding</td>
<td>Utah</td>
<td>FOA</td>
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We Can’t Wait to Work with You!

Small Rural Hospital Transition (SRHT) Project
2018-2019 Selected Hospitals
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

Leadership Awareness & Effectiveness

Workforce Expertise & Knowledge

Effective Organization Processes

Data for Quality & Decisions

Building Collaboration

Care Management
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 Transiton 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
Onsite Consultations: Stroudwater Associates

Eric Shell  Matt Mendez  Carla Wilber  Lindsay Corcoran

Read consultant bios on the website
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

Spotlight: Pender Community Hospital Surpassing Project Goals
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
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

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

**Spotlight: Coteau des Prairies Keeping Services Close to Home**
Finalize Report and Initiate Implementation Process

• Finalize report and action plan with consultant
• Report is considered final two weeks following the 2\textsuperscript{nd} 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
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
<table>
<thead>
<tr>
<th>Anticipated Outcome</th>
<th>Tracking Measure</th>
<th>Pre-Project Values</th>
<th>Post-Values: 12 months</th>
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<tbody>
<tr>
<td>Increase Net Patient Revenue</td>
<td>Net Patient Revenue</td>
<td></td>
<td></td>
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<tr>
<td>Increase Days of Cash on Hand</td>
<td>Days of Cash on Hand</td>
<td></td>
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<tr>
<td>Reduce Days in Net Accounts Receivable</td>
<td>Days in Net A/R</td>
<td></td>
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<tr>
<td>Reduce Readmissions</td>
<td>Total Readmission Rate</td>
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<tr>
<td>Improve discharge planning HCAHPS scores</td>
<td>Patients who reported that YES, they were given information about what to do during their recovery at home</td>
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<tr>
<td>Improve Transitions of Care HCAHPS Scores</td>
<td>Patients who Strongly Agree they understood their care when they left the hospital</td>
<td></td>
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<tr>
<td>Improve Overall Rating of the Hospital HCAHPS scores</td>
<td>Patients who gave their hospital a rating of 9 or 10 on a scale from 0 (lowest) to 10 (highest)</td>
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</tr>
<tr>
<td>Improve Would Recommend Hospital HCAHPS Scores</td>
<td>Patients who reported YES, they would definitely recommend the hospital</td>
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• 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
Hospital Spotlights & Videos

Hospital Spotlights

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.

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.

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.

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.

Ivalde Memorial Hospital Strategizes SRHT Implementation
June 2018
UMH successfully incorporated the ten action items recommended in their 2017 FOA strategic plans.

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 - SRHT Project Success
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.

Delta Memorial Hospital - SRHT Project Spotlight
Delta Memorial Hospital successfully implemented the ten action items recommended in their 2017 FOA strategic plans.
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
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
  o **Value-Based Summit Strategic Planning Guide and Templates**
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
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
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
Let Us Be Your Resource Center

Use **The Center** and **RHI** websites as a resource.
Contact SRHT

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