



NATIONAL  
RURAL HEALTH  
RESOURCE CENTER

# 2016 Rural Provider Leadership Summit Findings

**Sally Buck, MS**

CEO

National Rural Health Resource Center

**Toniann Richard**

CEO

Health Care Collaborative of Rural Missouri

**Maggie Sauer**

President/CEO

Foundation for Health Leadership & Innovation

**October 12, 2016**

# The Center's Purpose

The National Rural Health Resource Center (The Center) is a non-profit organization dedicated to improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, we focus on five core areas:

- Transition to Value and Population Health
- Collaboration and Partnership
- Performance Improvement
- Health Information Technology
- Workforce



# Presentation Objectives

- Learn the drivers and challenges related to engaging rural providers in value models
- Explore the strategies for engaging rural providers in value and population health initiatives
- Discover resources for state Flex Programs use to support rural provider engagement



# Rural Provider Leadership Summit 2016

- Supported by the Federal Office of Rural Health Policy (FORHP), The Center convened the 2016 Rural Provider Leadership Summit on May 23-24, 2016 in Bloomington, MN
- Purpose was to identify strategies for rural provider engagement in transitioning to value-based models



# Summit Objectives

- Identifying opportunities and challenges related to engaging rural providers in value models
- Identifying and prioritizing strategies and actions rural hospitals can take for engaging rural providers in value and population health initiatives
- Sharing examples of successful models and identifying resources to support implementation



# Summit Participants

- John Barnas, Michigan Center for Rural Health
- Barbara Berner, Univ. of Alaska Anchorage, School of Nursing
- Ray Christensen, MD, Univ. of Minnesota Duluth, Gateway Family Health Clinic
- Morgan Fowler, Marcum and Wallace Memorial Hospital
- Kathy Johnson, Dynamic Advantage
- Paul Kleeberg, MD, Aledade
- Paul Krause, MD, Caravan Health/National Rural Accountable Care Organization
- Leslie Marsh, Lexington Regional Medical Center
- Joe Mattern, MD, Washington Rural Health Collaborative, Jefferson Healthcare
- Mike McNeely, Federal Office of Rural Health Policy
- Melinda Merrell, South Carolina Office of Rural Health
- Toniann Richard, Health Care Collaborative of Rural Missouri
- Maggie Sauer, Foundation for Health Leadership and Innovation
- Karla Weng, Stratis Health, Rural Health Value
- Gary Wingrove, Mayo Clinic Medical Transport



# Summit Participants

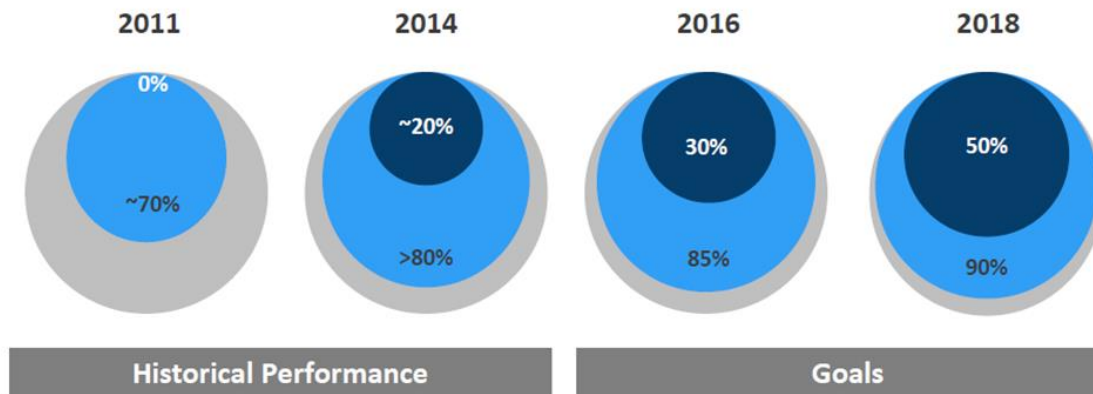




# Alternative Payment Model Targets

Target percentage of payments in 'FFS linked to quality' and 'alternative payment models' by 2016 and 2018

- Alternative payment models (Categories 3-4)
- FFS linked to quality (Categories 2-4)
- All Medicare FFS (Categories 1-4)





# Market Driving Forces & Transition Challenges

## MARKET DRIVING FORCES

State Innovation Model (SIM) grants and other funding or pilot programs

ACOs and other alternative payment models

Quality Payment Program (aka MACRA/MIPS)

Increased data transparency

Patient and community expectations

Characteristics of a new generation of providers (millennials – interest in practicing vs. running a business)

Increased consolidation – provider employment vs. independent practice

Rural  
Provider  
Engagement  
in  
Value-based  
Models

## TRANSITION CHALLENGES

Lack of funding or investment capital

Leadership tension between survival and transformation

Change fatigue

Limited data capabilities and lack of interoperability

Population shifts and outmigration

Shortages of providers and expertise

Limited time and trust

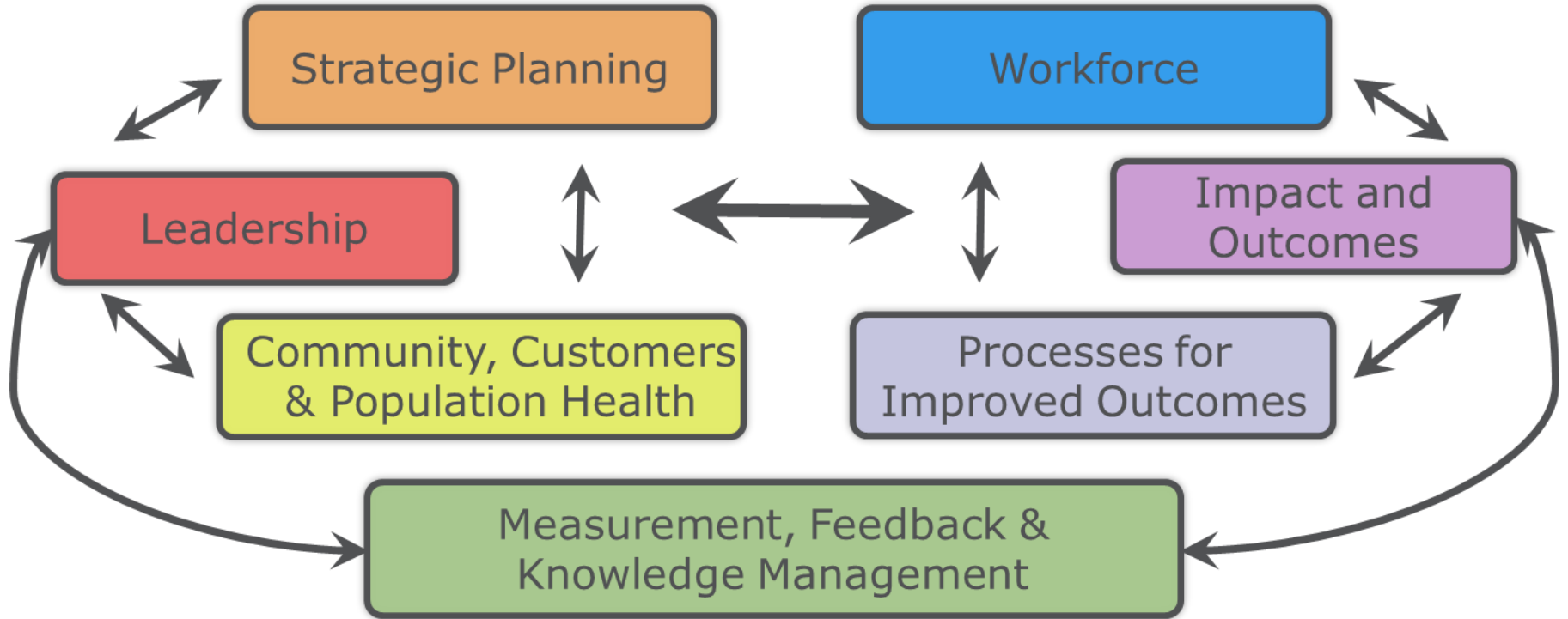


# Transition Strategies

- Developed by panelists based on two frameworks
  - [Performance Excellence \(PE\) Blueprint](#)  
Modified Baldrige framework
  - [Physician Engagement – A Primer for Healthcare Leaders](#)  
Produced by Rural Health Value



# Performance Excellence Blueprint



Modified from [Baldrige Framework](#)

# Physician Engagement Characteristics

- Governance
- Education
- Compensation
- Data

[Physician Engagement – A Primer for Healthcare Leaders.](#) A. Clinton MacKinney, MD, MS,  
February 12, 2016.



NATIONAL  
RURAL HEALTH  
RESOURCE CENTER

# Top Five Strategies

1. Create a shared vision of value and understand the role of providers in the transition
2. Examine various models and approaches towards value
3. Invest in provider leadership (time, money and education)
4. Partner with others to capture and share data
5. Develop collaborative relationships and connect community resources to address patient needs



# Additional Strategies

6. Redesign operational processes for value and population health
7. Develop skills and organizational capacity for team-based care
8. Seek opportunities for collaboration and synergy with other providers and organizations
9. Tell your story
10. Advocate for rural payment policies that adequately address rural community needs





# Comments from Participants

- “This is something that has to start and grow – it’s not going to happen overnight. We all have to own it.”
- “You have to share data shamelessly with everyone – even the public”
- We need to get to ‘*our* patient’ not ‘*my* patient’.”



# Success Stories and Lessons Learned



**Toniann Richard**  
Health Care Collaborative  
of Rural Missouri



NATIONAL  
RURAL HEALTH  
RESOURCE CENTER

# Health Care Collaborative of Rural Missouri & LiveWell Community Health Center 2015 Economic Impact

## Community Impact



**3,455 Patients Served**  
**8,792 Patient Visits**

## Total Economic Impact



**\$5,227,337** Annually

**\$2,098,250** Non-Direct

**\$3,129,087** Direct

**Patient Profile: 95% Under 200% Federal Poverty Line**



**31% Medicaid**

**15% Medicare**

**20% Uninsured**

**34% Privately Insured**

**Employment**



**48 Jobs**

**15 = Non-Direct**  
**33 = Direct**

**Cost Savings**



**\$4.4 Million** Annually

**Total Tax Revenue**



**\$200,000** State/Local

**\$500,000** Federal

**\$700,000** Annually



NATIONAL  
RURAL HEALTH  
RESOURCE CENTER

# Health Care Collaborative of Rural Missouri & LiveWell Community Health Center 2015 Economic Impact

## A Few Key Performance Indicators & Benchmarks

### Staff



Increased Voluntary Retention

**80% Staff Retention**

Increased Employee Satisfaction

**85% of staff report satisfaction on four key survey questions**



### Patients

Patient Satisfaction

**80% Patient Satisfaction**

Percent of Medicaid Encounters

**20% Increase in 2016 Medicaid Encounters**

Number of UDS Encounters

**25% Increase in UDS Encounters**



LiveWell  
Community Health Center  
Live Life Well



NATIONAL  
RURAL HEALTH  
RESOURCE CENTER

# Success Stories and Lessons Learned



**Maggie Sauer**  
Foundation for Health Leadership &  
Innovation, Inc.



NATIONAL  
RURAL HEALTH  
RESOURCE CENTER

# Resources Recommended to Support Provider Engagement

- Associations – state and national
- Federally supported tools and resources
  - Technical assistance providers for rural hospitals and value
  - Federal grant evaluators
  - Rural health information sites
- Leadership training resources for health professionals
- New value-based models
- Quality metrics and best practices
- [NEW! Rural Accountable Care Guide](#)





# Resources Needed to Support Provider Engagement

- Access to claims data
- Common data platform to share data
- Education focusing on leadership skills
- New funding sources
- Patient and caregiver involvement in the change to value
- Portal to share best practices
- Training on using data (at population level)



# Conclusion

- Rural health providers, particularly those in primary care, will be at the heart of the new value-based purchasing and population health management systems
- Key strategies were identified to help critical access hospitals, health networks and Flex programs focus their efforts on provider engagement leading communities towards improved health, better health care and smarter spending
- *Rural Provider Leadership Summit Findings:*  
<https://www.ruralcenter.org/srht/resources/rural-provider-leadership-summit-findings>





NATIONAL  
RURAL HEALTH  
RESOURCE CENTER

# Sally Buck

Chief Executive Officer

218-216-7025

[sbuck@ruralcenter.org](mailto:sbuck@ruralcenter.org)

Get to know us better:

<http://www.ruralcenter.org>

