Performance Management/Program Evaluation Guide Overview

Medicare Rural Hospital Flexibility (Flex) Program

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Guide Development and Acknowledgements

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Guide Structure

Section Overview
- Key Takeaways
- Terms, Concepts, Definitions
- Visuals for Processes
- Summary of Data Collection Methods
- Samples
- Tools and Resources – Flex Specific and Others

Evaluation Resources

Attachments: Evaluation Tools and Samples
The Basics

What

✧ What is program evaluation?
  ✧ Collecting data to make decisions about the program or activity
  ✧ Asking questions to answer questions

✧ All Flex Programs should include performance management/evaluation

Why

✧ Understand and increase the impact of the program and related activities;
✧ Improve program efficiency;
✧ Validate program and activity intent;
✧ Enhance program reporting;
✧ Support program planning, development, management, and implementation;
✧ Encourage ongoing program revisions; and
✧ Improve program engagement
Performance Management

Collecting measurement data for each of these is performance measurement.

Using measures to improve, lead, and manage is performance management.
Evaluation

- Goals
- Objectives
- Examining Impact

Goal

Objective 1

Objective 2

CAH Quality

CAH Flex Program Participation
Putting It All Together

All Flex Program Evaluation Plans
• Collecting performance measurement data
• Using the data for performance management, reporting
• Continuous improvement

Add:
Program Impact Analysis and Reporting
Planning

Five-Year Summary Plan
Performance Year Work Plan
Performance Improvement and Measurement System (PIMS)
Key Questions
Key Questions

- What are your Flex Program evaluation priorities across each program area?
- What do you want to learn and what decisions do you want to make once you have the evaluation findings?
- How will key stakeholders be involved in the evaluation process?
- Who is the audience for findings gathered from the evaluation?
- What questions do you want to answer?
- What data are available or are needed to answer the questions?
- How will the data be collected?
- What is the timeline for collecting the data?
- What resources (staff time, tools, etc.) are needed to collect and analyze the data?
- When are the findings needed?
- How will the findings be shared (internally, externally, format)?
- How will the findings translate into program improvement?
Getting Started

- Organizing Measures
- Data Collection
  - Primary and Secondary Data
- Organizing Data
# Data Collection Methods

- Surveys, questionnaires, checklists, polls, pre- and post-tests
- Focus groups
- Case studies
- Interviews and recommendation adoption progress interviews
- Documentation review
- Other secondary data

## Surveys, questionnaires, checklists, polls, pre- and post-tests

<table>
<thead>
<tr>
<th>General Purpose</th>
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</thead>
<tbody>
<tr>
<td>Method used to quickly and easily gather information from multiple people or organizations</td>
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</table>

<table>
<thead>
<tr>
<th>Tool/Data Collection Sources</th>
</tr>
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<tbody>
<tr>
<td>Web-based surveys (e.g., Qualtrics, Survey Monkey, Zoho, other web-based surveys)</td>
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<tr>
<td>Polls and survey tools embedded into webinars</td>
</tr>
<tr>
<td>Polling applications (e.g., EasyPolls and Poll Everywhere)</td>
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<tr>
<td>Paper</td>
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<thead>
<tr>
<th>Strengths</th>
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<tbody>
<tr>
<td>Inexpensive</td>
</tr>
<tr>
<td>Fast</td>
</tr>
<tr>
<td>Easy to duplicate and follow-up for non-respondents</td>
</tr>
<tr>
<td>Can be anonymous</td>
</tr>
<tr>
<td>Can include many people or organizations</td>
</tr>
<tr>
<td>Samples may already exist</td>
</tr>
<tr>
<td>Data are immediately available (when using web-based tools) and can be easily analyzed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses/Challenges</th>
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<tbody>
<tr>
<td>Impersonal</td>
</tr>
<tr>
<td>Possibility of low response rates and/or repeat respondents</td>
</tr>
<tr>
<td>Partial story</td>
</tr>
<tr>
<td>Wording can bias responses</td>
</tr>
<tr>
<td>Survey fatigue by stakeholders</td>
</tr>
<tr>
<td>If a sampling approach was used, results may not be generalizable without a process to ensure appropriate response rates and appropriate representation of the overall sample of participants.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Examples of Use Within the Flex Program</th>
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<tbody>
<tr>
<td>Pre- and post-tests conducted before and after a workshop, learning collaborative, or other training</td>
</tr>
<tr>
<td>Annual Flex Program satisfaction survey for CAIs</td>
</tr>
<tr>
<td>Transfer of learning questionnaires</td>
</tr>
</tbody>
</table>
Making Improvement & Communicating Results

Who
- Team members
- CAHs
- Partners
- Funders
- Others

What/How
- Dashboard
- Annual Report
- Evaluation report
- Video
- Newsletter
- Website
- Social media
Attachments

- Discussion & Decision-Making Guide
- Work Plan Samples
- Balanced Scorecard Samples
- Sample Logic Models
- Flex Partners, Technical Assistance, & Other Evaluation Resources
- Evaluation Methods Tools & Samples
  - Focus Group Guide
  - Pre- and Post-Test Sample and Questions
  - Workshop & Conference Measurement Samples
  - Event Follow-Up Questionnaire
  - Guidelines for Creating a Survey or Questionnaire
  - Strategies to Assess Training
- Sources
## Evaluation Planning Questions

1. What are my Flex Program evaluation priorities?

1a. If we want to focus on activities or program components, which ones?

## Evaluation Work Plan Sample

<table>
<thead>
<tr>
<th>Activity</th>
<th>Evaluation Question(s)</th>
<th>Data Collection Method</th>
<th>Data Source</th>
<th>Date</th>
<th>Staff Responsible</th>
<th>Indicator of success</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lean training 1</td>
<td>Did participants learn from the webinar?</td>
<td>Pre and post tests</td>
<td>Internal</td>
<td>July 15</td>
<td>Jane</td>
<td>Pre- to post-test improvement and 95% success rate in post-test</td>
<td>75% improvement and 96% success rate on pre-test</td>
</tr>
<tr>
<td>Lean training 2</td>
<td>Did participants learn from the webinar?</td>
<td>Pre and post tests</td>
<td>Internal</td>
<td>July 31</td>
<td>Jane</td>
<td>Pre- to post-test improvement and 95%</td>
<td>45% improvement and</td>
</tr>
</tbody>
</table>
### Flex Program Logic Model and Sample Logic Models

**Flex Program Logic Model—Overall Summary**

**Need:** Rural people have less access to health care and shorter life expectancies

**Goal:** Ensure access to health care services and improve people’s health in rural areas

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Short Term</th>
</tr>
</thead>
</table>
| - State Flex Coordinators use Flex awards and tools | - To plan and implement:  
  - Needs assessments  
  - Information sharing  
  - Training  
  - Technical assistance  
  - Consultations  
  - Improve new projects  
  - Network and system development  
  - ROI tracking  
  - Critical access hospital, SARRS, EMS agencies, rural health networks, and rural communities.  
  - To continuously assess and improve state Flex program operations. | - (process measures)  
- CAH site visits  
- Quality improvement  
- Operational improvement  
- Community health planning  
- Rural health network  
- Information communication. | - (learning) |

### Attachment C: National Flex Program Partners and Technical Assistance and Other Evaluation Resource

**Flex Monitoring Team (FMT)** – Evaluates the impact of the Flex Program on rural hospitals and communities nationally and the role of the states in achieving overall program objectives. FMT created, hosts and develops the Critical Access Hospital Measurement and Performance Assessment Systems (CAHMPAS) data query tool, develops state and national reports covering all Flex Program components, develops tools and resources for use by State...
Focus Group Process and Discussion Guide

This template is provided as a guide for conducting a focus group using focus groups as a method to collect program information coordination with: 1) a survey to better understand or get more information about survey findings or 2) a documentation review any questions or gather additional information that was inconsistent groups can also aid in capturing input from key groups who may underrepresented in a survey or other data source.

Getting Started: Set a time and means to conduct the focus group, face, webinar, telephone). Identify characteristics of those to the discussion. Six people tends to be the optimal number of people.

Workshop Measurement and Samples

This template is provided as a guide for including measurement in conducting workshops and conferences. Consider using workshop or conference evaluations to determine if new information was gleaned the training, site and offerings met needs, and to identify future sessions/offerings needs. Also, consider using workshop and conferer evaluations in coordination with follow-up questionnaires to determine if the information was applied and a transfer of learning occurred.

Getting Started: Identify the objectives of the workshop(s) and key concepts that participants should know at the conclusion of the training/session. Also, create post-test questions based on this information. In some cases.

Pre- and Post-Test Sample and Questions

This template is provided as a guide for conducting a pre- and post-tests as part of a training or training series. Consider using pre- and post-tests as a method to determine if new information was gleaned from the training. Also, consider using pre- and post-tests in coordination with follow-up questionnaires to determine if the information was applied and a transfer of learning occurred.

Getting Started: Identify the objectives of the training(s) and key concepts that participants should know at the conclusion of the training/session. Also, create post-test questions based on this information. In some.

Guidelines for Creating a Survey or Questionnaire

These guidelines are intended to support survey and questionnaire development.

Getting Started: Determine what is to be learned through the survey or questionnaire. Develop questions based on this information. In some instances, participant contact information should be requested, however, anonymous responses will garner higher response rates and most likely more authentic feedback.

If the survey or questionnaire is to be conducted by an outside vendor, ask the vendor to provide a draft prior to implementation. Do this well in advance as changes may be needed. Some vendors have standard surveys and questionnaires that may or may not be appropriate/align with Flex Program needs. Be sure the materials meet your Flex Program evaluation needs.
Questions?
Thank You!

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