Performance Management/Program Evaluation Guide Overview

Medicare Rural Hospital Flexibility (Flex) Program

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October 7, 2019

Guide Development and Acknowledgements

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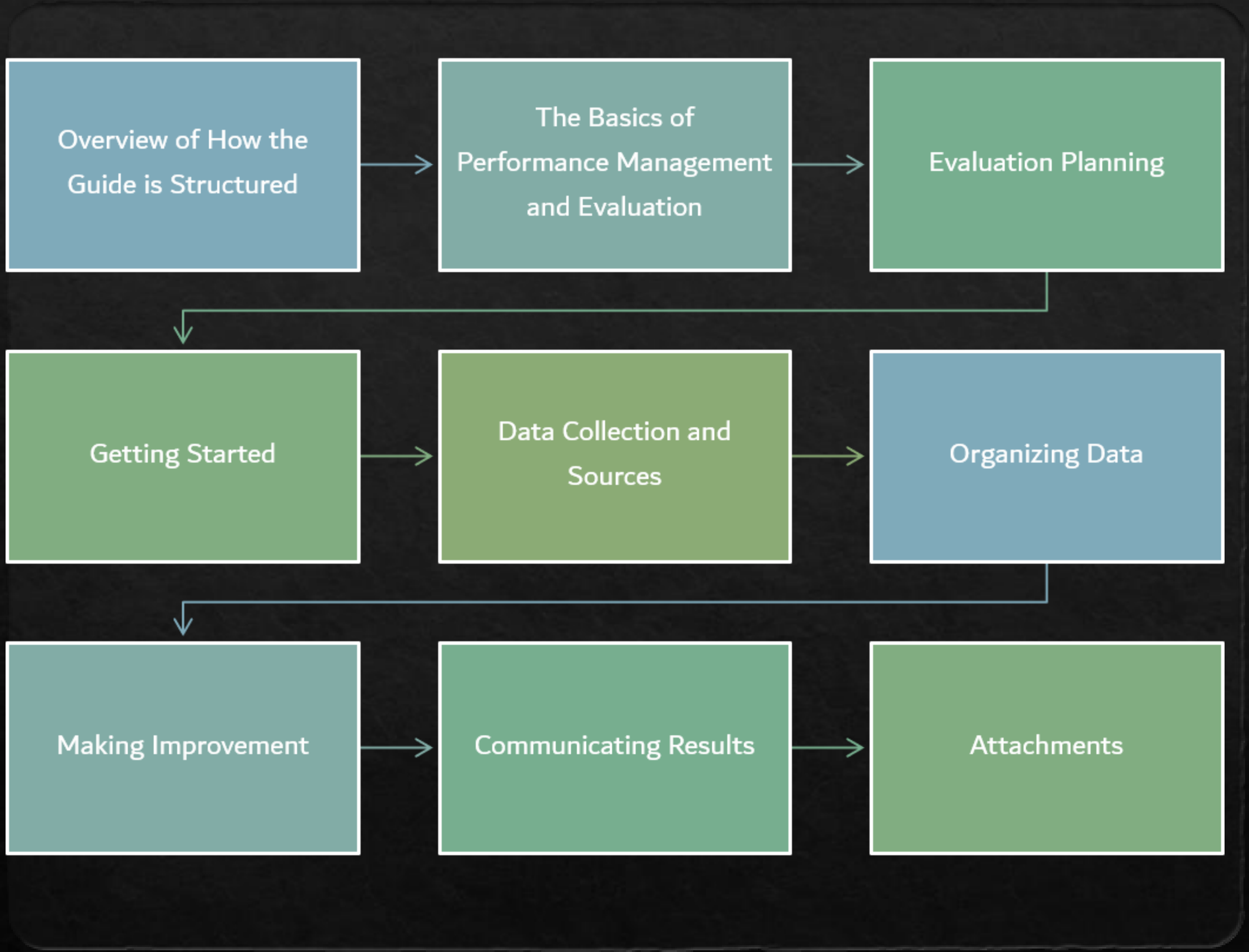


Content Highlights

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

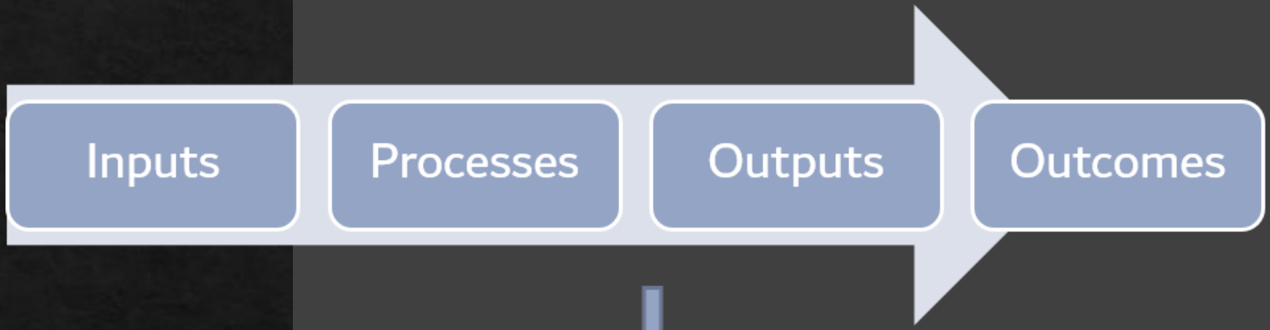
What

- 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

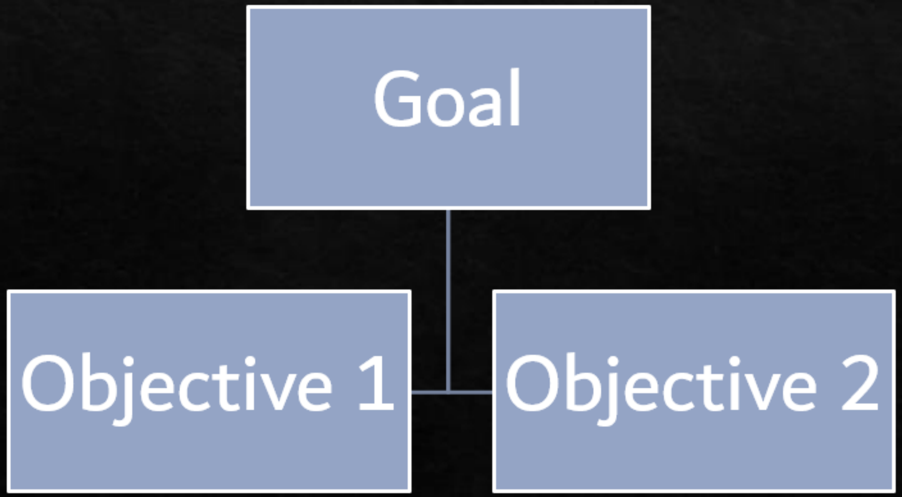


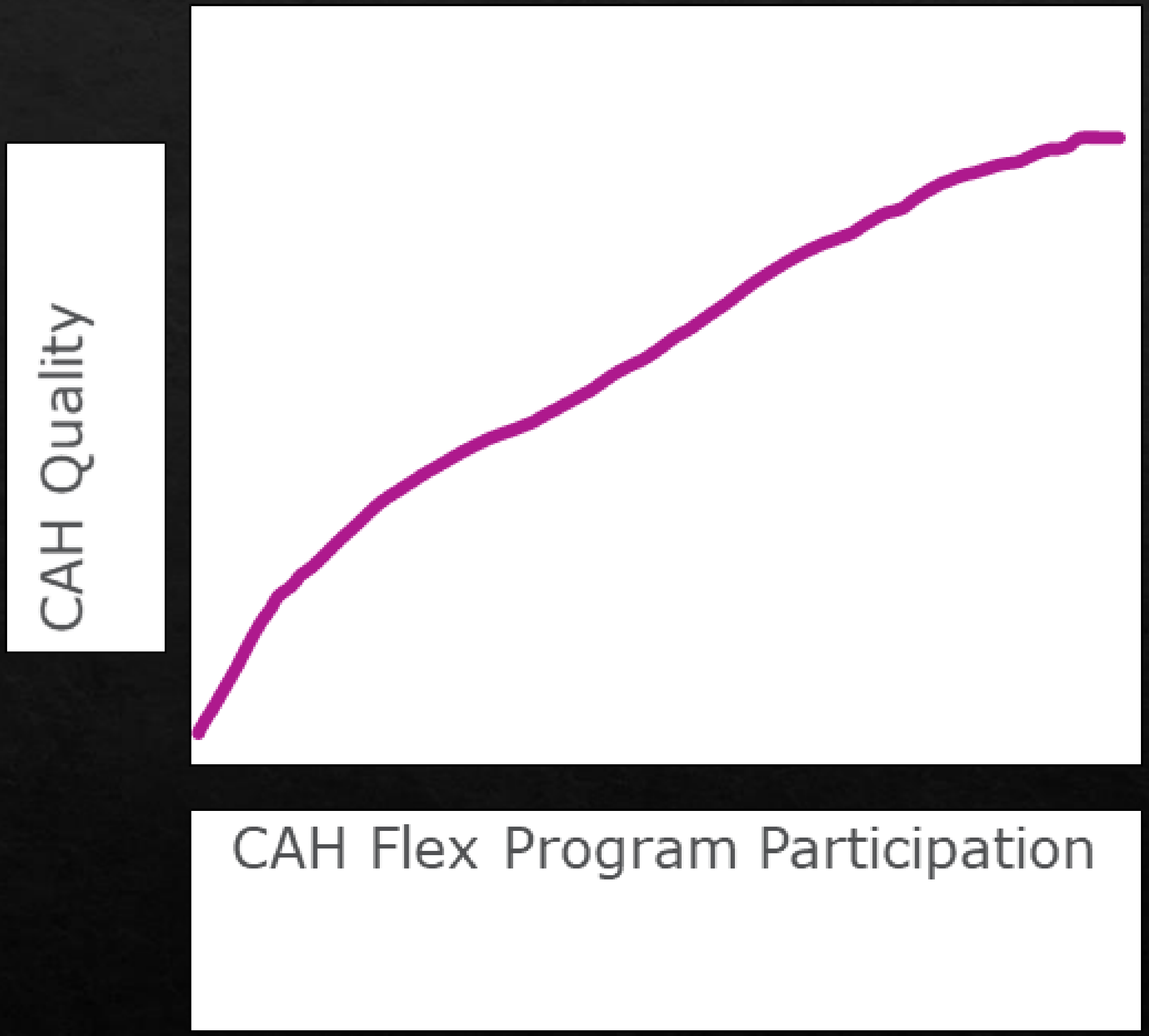
Collecting measurement data for each of these is **performance measurement**.

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

Evaluation

- Goals
- Objectives
- Examining Impact

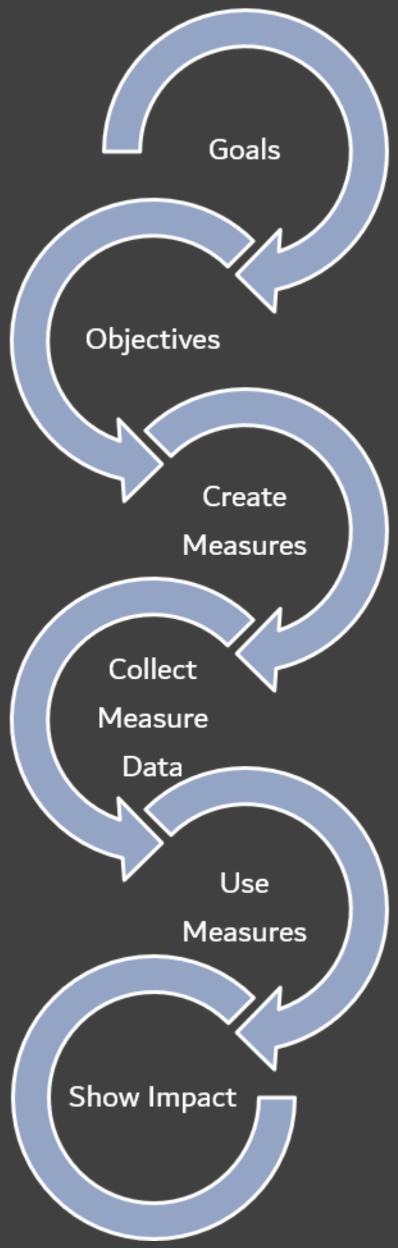




Putting It All Together

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

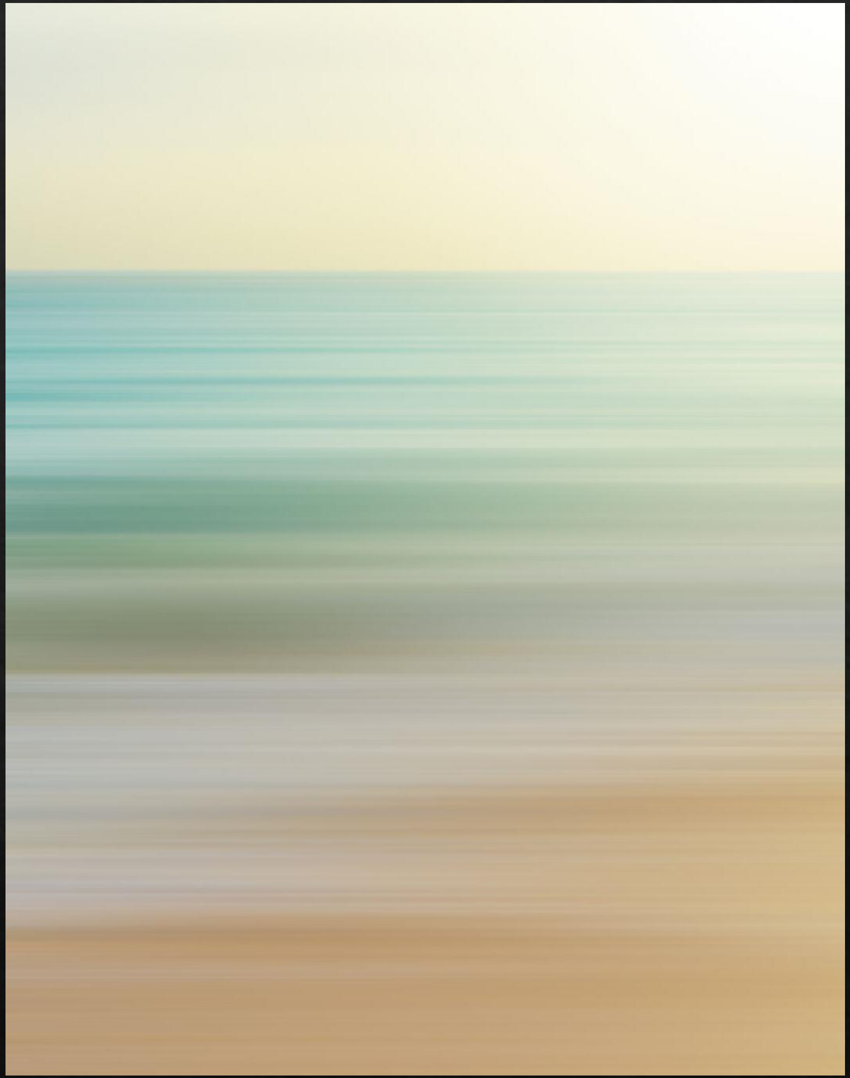
Performance Year Work Plan

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?



PIMS, NCC

Getting Started

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

Evaluation Work Plan Sample

Objective 1: All CAHs report all MBQIP measures on a quarterly basis by end of FY2023.						
Eval Question/Impact? Are more CAHs reporting MBQIP quality improvement data because of the Flex Program?						
Activity	**Data Collection Method**	**Data Source**	**Date**	**Staff Responsible**	**Indicator(s) of Success**	**Findings/Outcomes/Impact**
1:1 Targeted TA	Spreadsheet	Internal	As activities occur	Stephanie Phillips	Reporting improves, 1:1 TA occurs within 10 business days of sending Telligen reports	25% improvement in EDTC reporting, 10% improvement in HCAHPS reporting, 9% improvement in OP-18 reporting, 86% of CAHs reporting all MBQIP measures, TA within avg 18 business days
MBQIP Reporting Huddles						
Reporting Reminders				Mike Jones		

Evaluation Data Tracking Sample 1

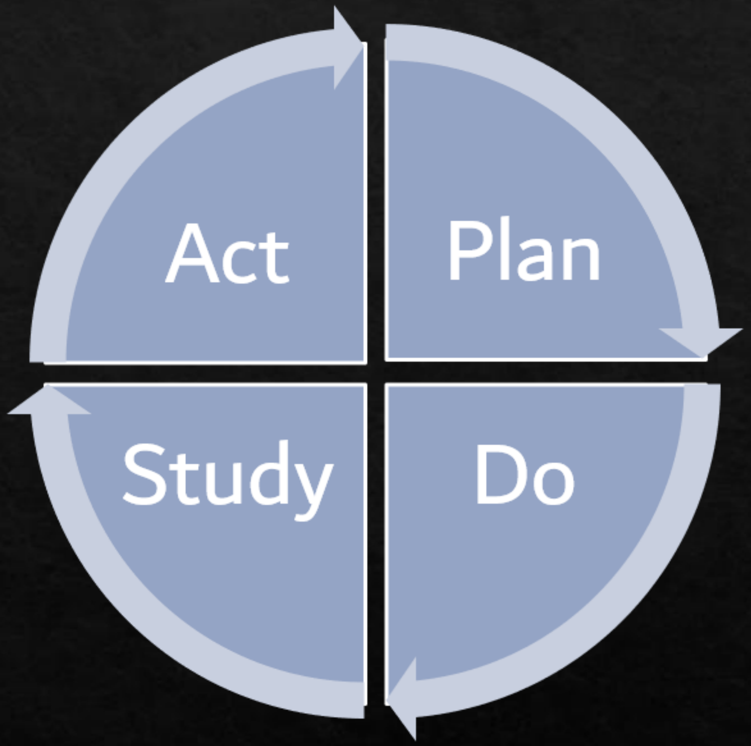
Date EDTC Telligen Report Avail from FORHP	Date	Date	Date	Date										
	Telligent Report Emailed to CAHs				EDTC Reporting Reminder Sent				Technical Assistance		Reporting EDTC			
	QI	Q2	Q3	Q4	QI	Q2	Q3	Q4	Huddle 1	Huddle 2	QI	Q2	Q3	Q4
EDTC	Date	Date	Date	Date	#	#	#	#	#	#	Y/N	Y/N	Y/N	Y/N
Hospital A														
Hospital B														
Hospital C														
Hospital D														
	Avg	Avg	Avg	Avg	SUM	SUM	SUM	SUM	SUM	SUM	SUM	SUM	SUM	SUM
	Avg Days										%	%	%	%

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	
General Purpose Method used to quickly and easily gather information from multiple people or organizations	
Tool/Data Collection Sources	• Web-based surveys (e.g., Qualtrics, Survey Monkey, Zoho, other web-based surveys) • Polls and survey tools embedded into webinars • Polling applications (e.g., Easypolls and Poll Everywhere) • Paper
Strengths	• Inexpensive • Fast • Easy to duplicate and follow-up for non-respondents • Can be anonymous • Can include many people or organizations • Samples may already exist • Data are immediately available (when using web-based tools) and can be easily analyzed
Weaknesses/ Challenges	• Impersonal • Possibility of low response rates and/or repeat respondents • Partial story • Wording can bias responses • Survey fatigue by stakeholders • 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.
Examples of Use Within the Flex Program	• Pre- and post-tests conducted before and after a workshop, learning collaborative, or other training • Annual Flex Program satisfaction survey for CAHs • Transfer of learning questionnaires

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

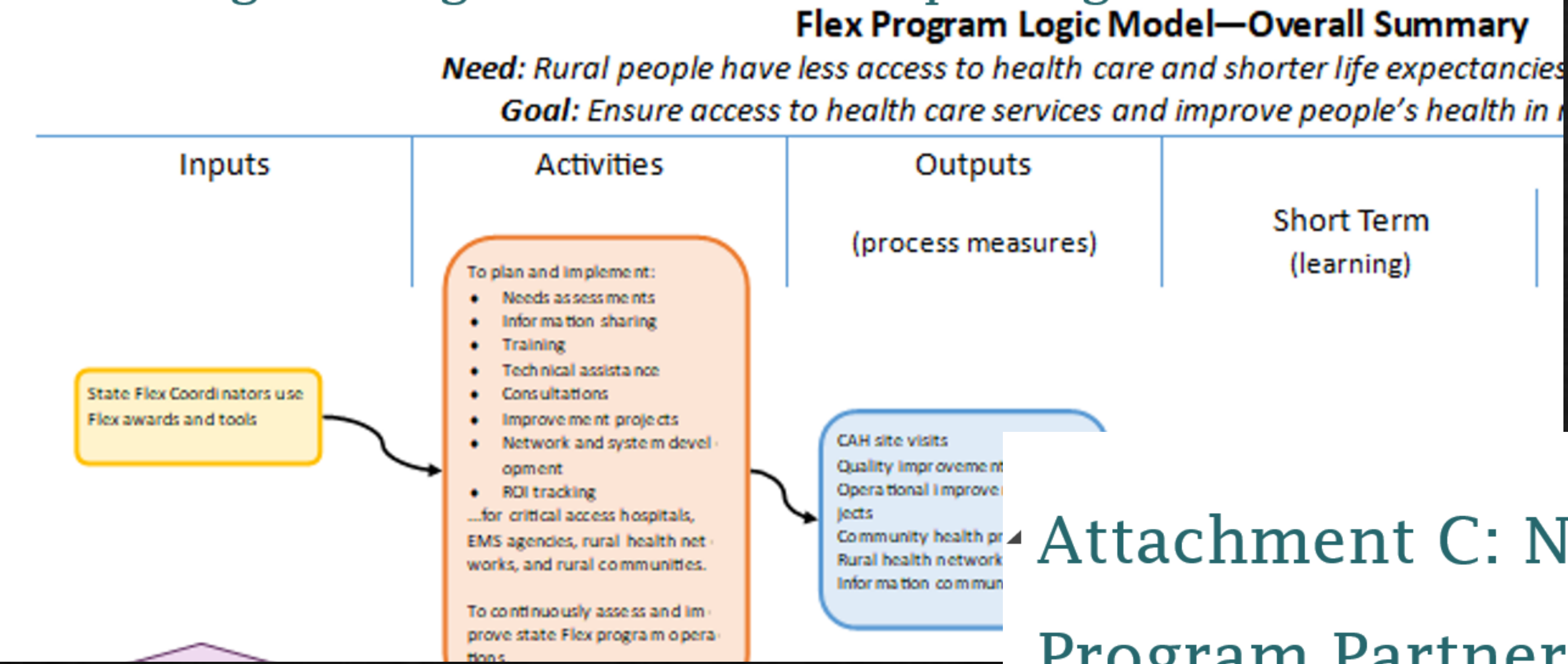
Attachment A: Evaluation Discussion & Decision-Making Guide

Flex Program Evaluation: Discussion and Decision-Making Guide	
Discussion & Decision Steps	**Evaluation Planning Questions**
1	What are my Flex Program evaluation priorities?
1a	If we want to focus on activities or program con

Evaluation Work Plan Sample

Activity	Evaluation Question(s)	Data Collection Method	Data Source	Date	Staff Responsible	Indicator of success	Outcome
Lean training 1	Did participants learn from the webinar?	Pre and post tests	Internal	July 15	Jane	Pre- to post-test improvement and 95% success rate in post-test	75% improvement and 96% success rate on pre-test
Lean training 2	Did participants learn from the webinar?	Pre and post tests	Internal	July 31	Jane	Pre- to post-test improvement and 95%	45% improvement and

Flex Program Logic Model and Sample Logic Models



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 grou[
using focus groups as a method to collect program information o
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 inconsist
groups can also aid in capturing input from key groups who may
under represented in a survey or other data source.

Getting Started: Set a time and means to conduct the focus gr
to-face, webinar, telephone). Identify characteristics of those to

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
ants should know at the conclusion of the training/session.

Workshop Measurement and Samples

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

Getting Started: Identify the objectives of the
workshop(s)/conference/sessions and key concepts that participants
know at the conclusion. Develop questions based on this information
some instances, participant contact information should be requested
required, however, anonymous responses will garner higher respons
and most likely more authentic feedback.

If the workshop/session/conference is conducted by an outside vend
the vendor to identify the objectives and evaluation questions and p

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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