



NATIONAL
RURAL HEALTH
RESOURCE CENTER

600 East Superior Street, Suite 404
Duluth, MN 55802
800.997.6685 or 218.727.9390
www.ruralcenter.org
info@ruralcenter.org

Assessing Behavior Change and Using the Recommendation Adoption Process (RAP) Model

Rhonda Barcus RHPI
Project Specialist
August 7, 2014

The Center's Purpose

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

- Performance Improvement
- Health Information Technology
- Recruitment & Retention
- Community Health Assessments
- Networking



Presentation Objectives

- Discover a process to assess community and provider adoption of recommendations and consultation
- Learn how to interview hospitals to determine best practices



RHPI Purpose

To provide comprehensive and ongoing technical assistance to Delta eligible hospitals through:

- On-site Consultations projects
- Sessions in Sustainability Trainings:
 - Health Education & Learning Program (HELP) webinar series
 - Performance Management Group (PMG) calls



RAP Snapshot

- Recommendation Adoption Progress (RAP) reporting is an evaluation tool that captures the degree to which program activities have been implemented and/or services utilized by the program participants
- The goal is to demonstrate the hospital's progress over time by indicating the extent to which the facility has implemented the consultant recommendation



RAP Development

- Background to RAP development
- Based on Appreciative Inquiry
- Combines interview with hard data collection
- Tells the “whole story”



RAP Snapshot

- The purpose is to summarize the overall impact of activities and services
 - Hospitals are able to discuss accomplishments, identify outcomes, and determine the impact of activities and services
 - RAP interview is done with a 30-40 minute phone interview with CEO and leadership team



RAP Questions

1. On a scale of 1 – 5, rate the extent to which the hospital has implemented consultant best practice recommendations.

1 = none or few recommendations implemented

5 = all implemented and the project is sustained with outcomes

2. Please refer to the “Pre/Post Project Outcomes Worksheet” included with this email. Please complete the worksheet and return to rbarcus@ruralcenter.org prior to the scheduled call.



RAP Questions

3. What is your hospitals current status with regard to implementing the performance improvement recommendations made by your RHPI sponsored consultant(s)?
4. What are your hospitals expected next steps towards adopting your consultants' recommendations?
5. Aside from the measurable outcomes, what are some of the ways this project has impacted your hospital, its culture, and the community?



Appreciative Inquiry (AI)

- Discover the “best of what is”
- Dream what could be
- Design the desired state
- Deploy individual actions
- AI versus problem solving model
- An example-Staff Meeting



Back to RAP

- Questions very adaptable to any type project or discussion
- Encourages interviewees to share stories and focuses on successes
- Success motivates continued engagement in project
- Considers culture change which leads to sustainable outcomes



The Hard Data

- Determined by industry accepted measures
- Exact same data collected pre-project and post-project
- Standard data and Individualized data
- Outliers considered (CMS paybacks, MU reimbursements)



Standard Data

- Operating Revenue
- Net Patient Revenue
- Total Operating Expenses
- Days in Net Accounts Receivable
- Days in Gross Accounts Receivable
- Days Cash on Hand
- Total Margin
- Operating Margin



Individualized Data

- Readmission Prevention
 - Readmission rate % for PN 3b and PN 6
 - CMS penalty / payback
 - Pneumonia Core Measures rate (PN 3b and PN 6)
 - HCAHPS composites:
 - RN Communication
 - Medication Communication
 - Discharge



Individualized Data

- Financial Operational Assessment
 - Improve total margin to breakeven levels (on an annualized basis) CMS penalty/payback
 - Increase total operating revenue by 2.5% (on an annualized basis)
 - Increase Days of Cash and Investments on Hand by five days



RAP Unintended Consequences

- Administration buy-in to process
- Refocuses and re-energizes team
- Pride in accomplishments
- Sustainability tool





NATIONAL
RURAL HEALTH
RESOURCE CENTER

600 East Superior Street, Suite 404
Duluth, MN 55802
800.997.6685 or 218.727.9390
www.ruralcenter.org
info@ruralcenter.org

Rhonda Barcus

RHPI Project Specialist

(904) 321-7607

rbarcus@ruralcenter.org

<http://www.ruralcenter.org>

Get to know us better:

