2016 Flex Program Reverse Site Visit

Communicating Value and Opportunities

July 20-21, 2016
Rockville, Maryland

Quality Improvement
Innovative Health Care Models
Population Health
Operational Improvement
EMS Integration
Financial Improvement

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Flex Program Reverse Site Visit

Supported by the Federal Office of Rural Health Policy (FORHP) and coordinated by the Technical Assistance and Services Center (TASC). Focuses on the latest information and issues in the Medicare Rural Hospital Flexibility (Flex) Program. States share stories of their experiences, lessons learned and successes. This year’s event highlights the importance of communicating value and opportunities in the Flex Program, including improvements to quality of care, financial and operational performance and population health.

Planning Committee

Shawn Balleydier, West Virginia
Jill Bullock, Arizona
Brian Cooper, North Carolina
Scott Daniels, Hawaii
Marilyn Grafstrom, Stratis Health
Michelle Hoffman, Wyoming
Joyce Hospodar, Arizona
Melinda Merrell, South Carolina
Kathryn Miller, Wisconsin
Michelle Mills, Colorado
Debbie Robbins, Alabama
Shellie Smith, Alaska
Don Wood, Utah

Online Presentations:
goo.gl/pc0xnj

Colored stickers on name badges note the length of time individuals have been involved with the Flex Program.

- < 1 year
- 1-3 years
- 4-6 years
- 7+ years
2016 Learning Objectives

→ Discover ways to communicate the value, laid by the past and current work of the national Flex Program

→ Strengthen the leadership of state Flex Programs by increasing knowledge, skills and communication to enhance the value of rural health care

→ Identify opportunities to implement present best practices and lessons learned by critical access hospitals and state Flex Programs in the areas of:

- Quality Improvement
- Innovative Health Care Models
- Population Health
- Operational Improvement
- EMS Integration
- Financial Improvement

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July 20-21, 2016
Rockville, Maryland
8:30 a.m. - 8:45 a.m.
Federal Office of Rural Health Policy Welcome
Regency Room

8:45 a.m. - 9:15 a.m.
The Future of the National Flex Program

Mike McNeely, MBA, MPH, CPHIT, Deputy Director, Hospital-State Division, Federal Office of Rural Health Policy, Health Resources and Services Administration
Sarah Young, MPH, Flex Program Coordinator, Federal Office of Rural Health Policy, Health Resources and Services Administration

→ Understand the direction of the national Flex Program and review the federal performance reporting requirements moving the Flex Program to documenting outcomes, impact and value.

9:15 a.m. - 10:15 a.m.
Keynote – Crossing the Uncharted Seas of Transformation
Regency Room

Monica Bourgeau, MS, Executive Director, National Rural Accountable Care Consortium

→ Understand the concepts, challenges and opportunities state Flex Programs, critical access hospitals (CAHs) and other rural safety net partners should be aware of as the rural health system moves toward value. Discover how innovative rural hospitals will survive and thrive in the new world of health care.

10:15 a.m. - 10:30 a.m. BREAK

10:30 a.m. - 11:15 a.m.
Keynote – Strategies to Communicate the Message
Regency Room

Alana Knudson, PhD, Co-Director, NORC Walsh Center for Rural Health Analysis

→ Learn to navigate difficult or complex discussions with CAHs about Flex Program supported activities, including value-based care. Learn how to boil down complex information into talking points to support clear communication. Explore the importance of understanding the needs of rural health partners and rural communities in order to communicate clearly to leverage resources and support collaboration toward shared goals and outcomes.
11:15 a.m. - 12:45 p.m.

LUNCH on your own with Optional Group Discussions

1. States with more than 50 CAHs
2. States sharing a QIO/QIN
3. Working with tribal/Indian Health Service CAHs
4. Supporting rural ACOs
5. Exploring EMS in the Flex Program

12:45 p.m. - 1:45 p.m.

Federal CAH Policy and Regulatory Update

Regency Room

**Tom Morris**, MPA, Associate Administrator for Rural Health Policy, Federal Office of Rural Health Policy, Health Resources and Services Administration

**John Supplitt**, MPA, MBA, Senior Director, Section for Small or Rural Hospitals, American Hospital Association

**Brock Slabach**, MPH, FACHE, Senior Vice President for Member Services, National Rural Health Association

Facilitated by **Paul Moore**, DPh, Senior Health Policy Advisor, Federal Office of Rural Health Policy, Health Resources and Services Administration

→ Learn key messages to communicate about the current state of health care policy and regulation in the transition to value.

1:45 p.m. - 2:30 p.m.

Rural Models in Value-based Care and Payment

Regency Room

**Karla Weng**, MPH, CPHQ, Senior Program Manager, Stratis Health

**Terry Hill**, MPA, Senior Advisor for Rural Health Leadership and Policy, National Rural Health Resource Center

→ Understand the value-based models that apply to CAHs and how rural can participate in the transition to value. Consider opportunities for Flex Program participation in innovative models of care.
Breakout Sessions  2:40 p.m. - 3:15 p.m.

Resources to Support Population Health  Montrose Room

**Larry Baronner**, MEd, MS, Rural Health Systems Manager, Deputy Director, Pennsylvania Office of Rural Health

**Angie Allen**, MT (ASCP), MEd, Director, Tennessee Office of Rural Health and Health Access

→ Learn about a statewide dashboard and a population health assessment utilized by state Flex Programs to improve the health of their rural populations.

CAH Leadership Development  Twinbrooke Room

**Margaret Brockman**, RN, MSN, Administrator, Nebraska Office of Rural Health

**Leslie Marsh**, CEO, Lexington Regional Medical Center (Nebraska)

→ Discover multiple approaches by the state Flex Program to support leadership development of all staff at Nebraska CAHs. Learn from a Nebraska CAH administrator about implementation and results of the Flex Program-led initiatives strengthening leadership for improved outcomes.

Emergency Medical Services (EMS) Assessment Use  Democracy Room

**Kayla Combs**, MHA, Flex Director, Kentucky Office of Rural Health

**Sarah Craig**, MHA, PCMH CCE, Director of Health System Innovation, South Carolina Office of Rural Health

→ Explore the purpose and process of statewide EMS assessments and the impact their results will have in future state Flex Program activities.

3:15 p.m. - 3:30 p.m. BREAK
Breakout Sessions 3:30 p.m. - 4:05 p.m.

MBQIP Reporting Basics Montrose Room

Robyn Carlson, RHIA, CPHA, Quality Reporting Specialist, Stratis Health

→ In this basic session, review the required measures collected by CAHs for reporting in the Medicare Beneficiary Quality Improvement Project (MBQIP). Walk through a high level process of how hospital data collection occurs from pulling data from charts to data submission.

MBQIP Quality Improvement Strategies Twinbrook Room

Julie Ketelsen, MPH, CHES, Coordinator for Rural Health, Texas Department of Agriculture

Gina Bruner, BSN, Rural Hospital Flexibility Grant Director, Montana Hospital Association

→ Discover a velocity group team structure and a lean project with rapid roll-out producing measured outcomes to improve CAH quality of care.

Collaborating to Improve State-level MBQIP Activities Democracy Room

Michelle Hoffman, Flex Program Manager, Wyoming Department of Health

Jennifer Brooks, Flex Coordinator, California Department of Health Care Services

Pat Schou, MS, RN, FACHE, Executive Director, Illinois Critical Access Hospital Network

→ Discover a collaborative approach by three state Flex Programs to share best practices and lessons learned in implementing quality improvement strategies.

4:15 p.m. - 5:00 p.m. MBQIP and Beyond Regency Room

Yvonne Chow, MPP, MBQIP Coordinator, Federal Office of Rural Health Policy, Health Resources and Services Administration

Karla Weng, MPH, CPHQ, Senior Program Manager, Stratis Health

→ Hear an update on the future of MBQIP, including the use of the reported data to demonstrate programmatic impact.

5:00 p.m. - 5:15 p.m. FORHP Day One Wrap-Up Regency Room

Sarah Young, MPH, Flex Program Coordinator, Federal Office of Rural Health Policy
8:30 a.m. - 8:45 a.m.
Federal Office of Rural Health Policy Welcome Regency Room
Sarah Young, MPH, Flex Program Coordinator, Federal Office of Rural Health Policy, Health Resources and Services Administration

8:45 a.m. - 9:30 a.m.
CAHMPAS and Using Flex Monitoring Team Data Regency Room
Mark Holmes, PhD, Director, North Carolina Rural Health Research Center, University of North Carolina at Chapel Hill, Flex Monitoring Team
→ Learn to use the available data from the Critical Access Hospital Measurement and Performance Assessment System (CAHMPAS) and Flex Monitoring Team resources to demonstrate value of the Flex Program to CAHs and state and national partners and stakeholders.

9:30 a.m. - 10:00 a.m.
Flex Program Core Competencies for Excellence Regency Room
Tracy Morton, MPH, Senior Program Manager, National Rural Health Resource Center
John Gale, MS, Research Associate, Maine Rural Health Research Center, University of Southern Maine, Flex Monitoring Team
→ Discover the core competencies for Flex Program excellence and an assessment strategy for Flex Programs to utilize to identify their performance opportunities.

10:00 a.m. - 10:15 a.m. BREAK
Breakout Sessions  10:15 a.m. - 11:15 a.m.

Findings from the 2016 Rural Hospital Financial Leadership Summit  Montrose Room

Sally Buck, MS, Chief Executive Officer, National Rural Health Resource Center
Terry Hill, MPA, Senior Advisor for Rural Health Leadership and Policy, National Rural Health Resource Center
Brock Slabach, MPH, FACHE, Senior Vice President for Member Services, National Rural Health Association

→ Learn the outcomes from the Rural Hospital Financial Leadership Summit and how these strategies can be used to support CAHs in financial sustainability.

Contract Management Facilitated Discussion  Twinbrook Room

Rebecca Bradley Dowdy, MBA, Vice President, Affiliated Enterprise Solutions

→ Through peer sharing, discover best practices and lessons learned for successful Flex Program subcontract management.

Quality Peer Groups for CAHs and Practical Strategies to Engage CAHs in Population Health  Democracy Room

Michelle Casey, MS, Senior Research Fellow, Deputy Director, Minnesota Rural Health Research Center, University of Minnesota, Flex Monitoring Team
John Gale, MS, Research Associate, Maine Rural Health Research Center, University of Southern Maine, Flex Monitoring Team

→ Learn new Flex Monitoring Team research and projects to support state Flex Programs and CAHs. Discover practical population health strategies for CAHs and other small hospitals and how state Flex Programs can provide support and technical assistance in this area. Connect opportunities for CAHs to engage in population health strategies related to evolving health issues in rural communities.

11:15 a.m. - 12:45 p.m.
LUNCH on your own with Optional Group Discussions

1. Using data in the Flex Program
2. States with large geography
3. Trauma Center support
4. States that did not expand Medicaid
5. Developing population health activities
12:45 p.m. - 1:15 p.m.

**CAH Financial Crisis and Flex Opportunities**

Regency Room

**George Pink**, PhD, Senior Research Fellow, North Carolina Rural Health Research Center and Policy Analysis Center, University of North Carolina at Chapel Hill, Flex Monitoring Team

→ Listen to an update on the state of CAH financial distress and closure while considering the financial indicators Flex Programs can impact.

1:15 p.m. - 2:00 p.m.

**Behavioral and Mental Health Innovation Highlights Panel**

Regency Room

**Judy Bergh**, Flex Program Coordinator, Minnesota Office of Rural Health and Primary Care

**Chris Marchand**, MPH, Program Coordinator, Project ECHO Nevada

→ Learn Flex Program innovative approaches to supporting mental and behavioral health in rural communities through the use of telehealth and cohorts.

2:00 p.m. - 2:45 p.m.

**Communicating the Message**

Regency Room

**Reverse Site Visit Participants**

→ Demonstrate the information gained through the previous sessions’ content and the communication skills to articulate clear takeaway messages. Participants are encouraged to sign up to deliver a 5 minute informal talk on the key messages they identified during the Reverse Site Visit in the topics of quality improvement, financial and operational improvement, population health management, EMS integration, the future of the Flex Program and value-based rural health care.

“Leadership is the capacity to translate vision into reality.”

Warren G. Bennis
Meet Your Project Officers and Grant Management Specialists

2:45 p.m. - 3:30 p.m.

**Sarah Young**
MPH, Flex Program Coordinator, Federal Office of Rural Health Policy

**Yvonne Chow**
MPP, MBQIP Coordinator, Federal Office of Rural Health Policy

**Owmy Bouloute**
MPH, Flex Monitoring Team Program Coordinator, Federal Office of Rural Health Policy

**Christy Edwards**
MPH, Flex EMS Lead, Federal Office of Rural Health Policy

**Kimberly Dews and Benjamin White**
Division of Grant Management Operations, Office of Financial Assistance Management, Health Resources and Services Administration
Thank you for attending the 2016 Flex Program Reverse Site Visit!

A special thank you to the Planning Committee for their excellent work, insight and guidance.