

# Demonstrable Outcomes: Why do we need them?

Michael McNeely, MBA, MPH, CPHIT  
Deputy Director, Hospital-State Division  
Department of Health and Human Services  
Health Resources and Services Administration  
Office of Rural Health Policy



# Objectives

- Establishing Program intent
- Work plan design
  - Adaptive need
- Aligning intent with measureable results
- Outcomes

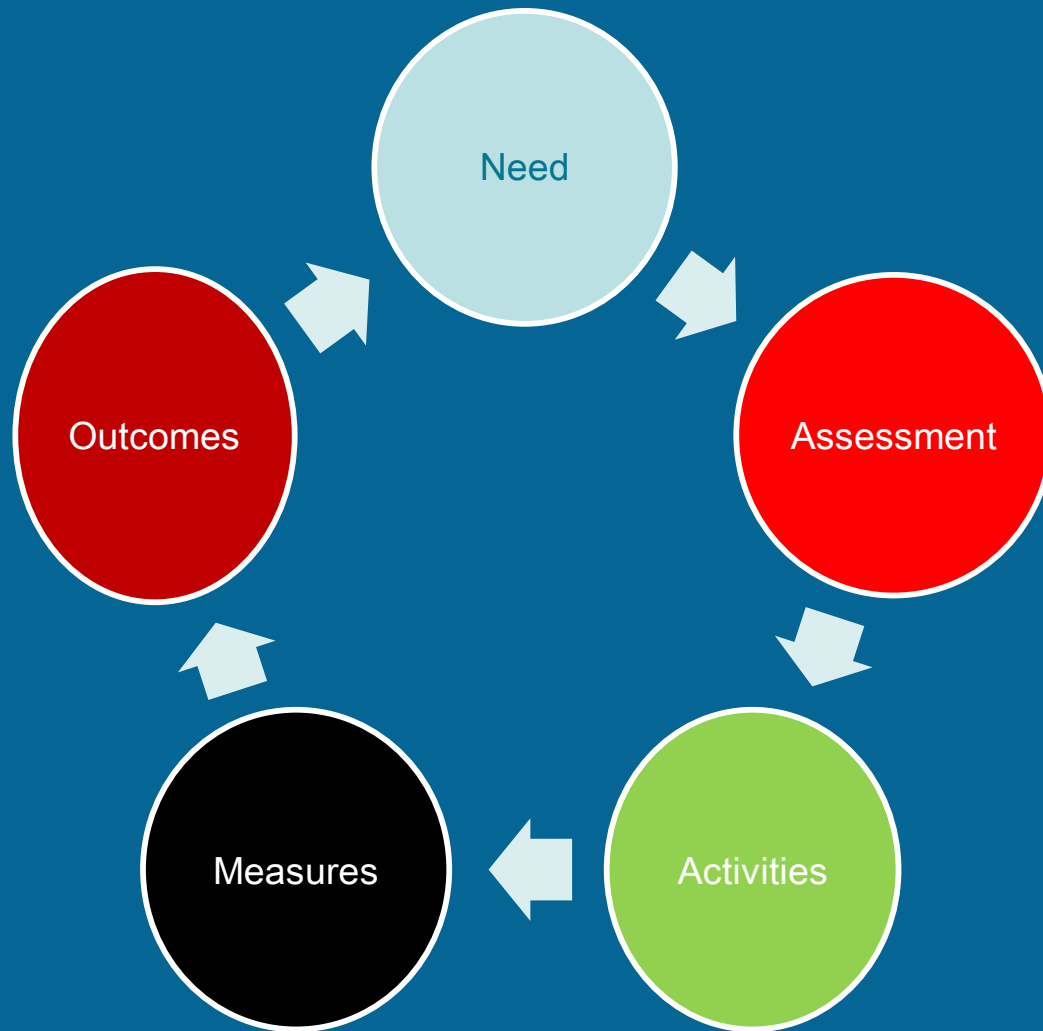


# Intent

- Read the Funding Opportunity Announcement (FOA) carefully
- Program will identify the key points that will need to be addressed
  - Priorities will be the work plan drivers
- FOA's are based on legislative authorizations
- ORHP will be having a series of calls to inform about the FY 15 expectations



# Program Design



# Needs Justification

- Establishing the justification for the proposed work
- Use the tools you have available:
  - IRS 990 assessments
  - Community benefit analysis
  - State rural health plan
  - Surveys
  - FMT data (or other relevant QI/FOI data)
- Just because an activity has always been does not mean it still needs to be done
- Needs change, and the work plan may have to also



# Essentials to the Work Plan

- **Goals:** High-level statements that outline the ultimate purpose of a program. This is the end toward which program efforts are directed.
- **Objectives:** Concrete statements describing what a program's activities must achieve in order to reach the program's ultimate goals.
- **Outcomes:** The results of program operations or activities; the effects triggered by the program.



# Goals To Reality

- **Activities:** are action(s) that will result in achievement of the objective.
- Activities should be aligned with the objectives and the end goals
- Progress towards the goals require measurement
- **Measures:** Ways to quantify the degree of success a program has had in achieving its stated objectives, goals, and activities.

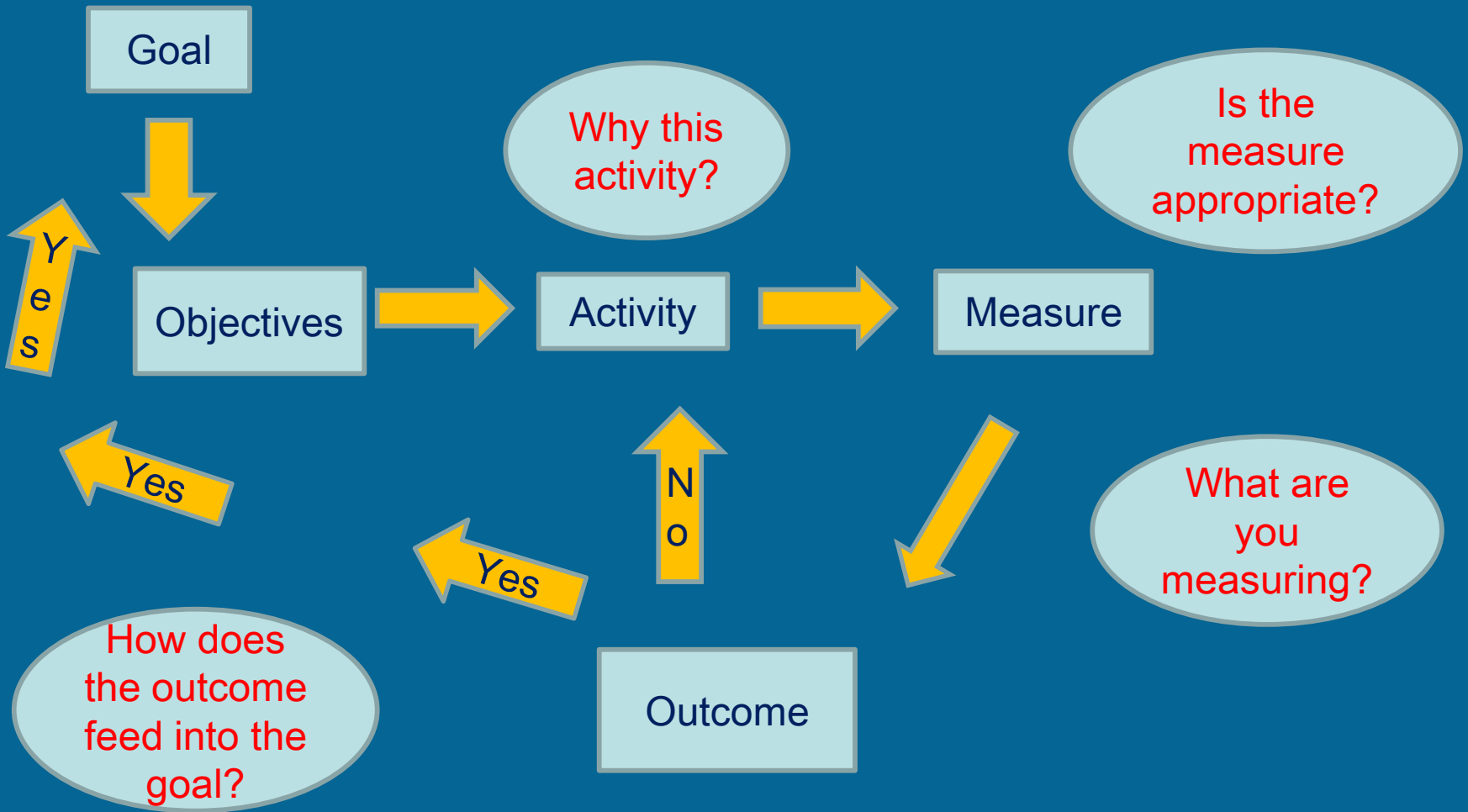


# Program Design

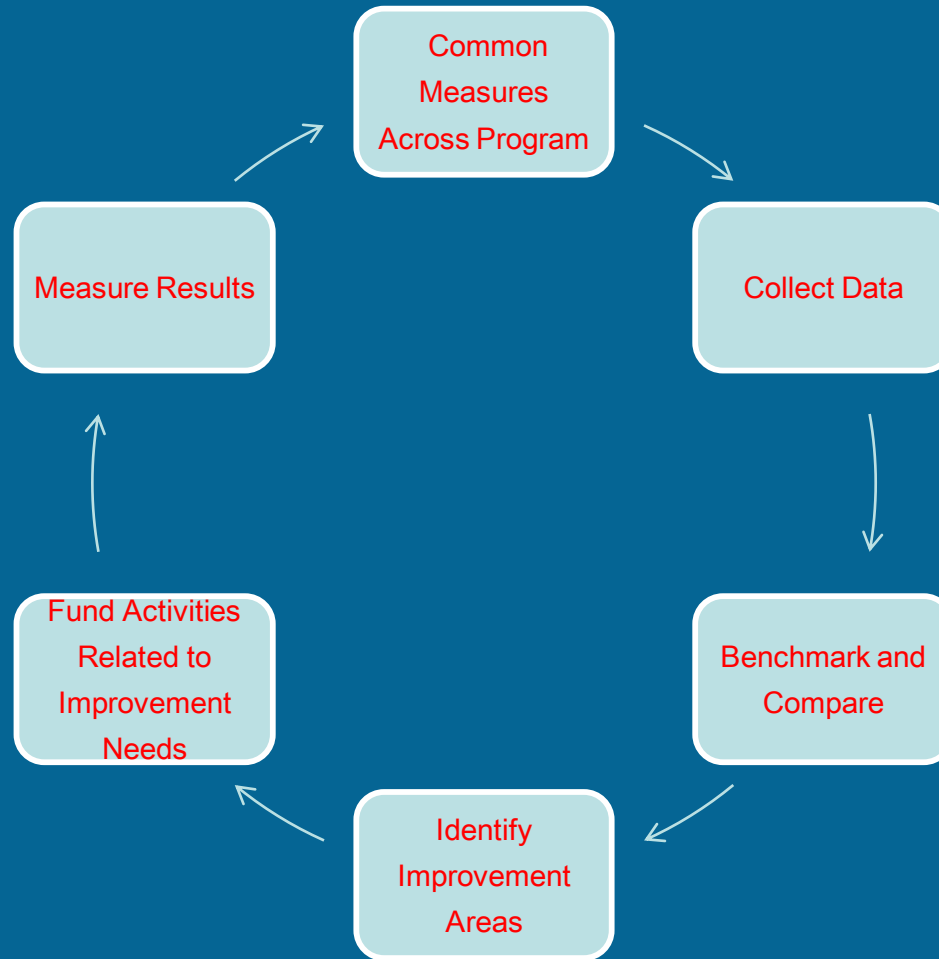
- There are different tools that can be used in designing your work plan to produce demonstrable outcomes
  - Logic model
  - Balanced Scorecard
  - STAR model
- There is no right answer when using planning tools
- What works best for your program







# Program Design



# Activity Design

- Step 1: Identify Problem
  - Low QI scores and compliance with Hospital Compare
  - Limited days cash on hand
  - Poor EMS transitions
- Step 2: Identify Activity (based on a study, FMT, or other proven practice)
  - Low QI scores and compliance with Hospital Compare:
    - training in reporting or re-engineering of care patterns
  - Limited days cash on hand
    - Charge master update; coding and billing training; biz system re-org
  - Poor EMS transitions
  - Training of EMS staff and emergency staff



# Activity Design

- Step 3: Set baseline data and targets
  - Example:
    - Hospital Compare Scores
    - Flex Leading Financial Indicators in most recent year
    - Number of CALS trained staff
- Step 4: Begin Activity
  - Hire consultant to provide training on the identified QI, PI or EMS project
- Step 5: Measure improvement over a defined period
- Step 6: Report data; roll up nationally



# What Does This Mean?

- Measures should reflect the activities
- Did the activity achieve the desired outcome?
- Activities should be concrete actions, tell us how you will get to the goal
- Think about the end goal
- What are your next steps?





# Questions?



# Contact Information

Michael McNeely, MBA, MPH, CPHIT

[mmcneely@hrsa.gov](mailto:mmcneely@hrsa.gov)

(301) 443-5812

