NATIONAL RURAL HEALTH RESOURCE CENTER

Resources for Vulnerable Rural Hospitals and Communities: Small Rural Hospital Transitions Project

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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:

- Transition to Value and Population Health
- Collaboration and Partnership
- Performance Improvement
- Health Information Technology
- Workforce

Small Rural Hospital Transitions (SRHT) Project

- Supports small rural hospitals nationally in bridging the gaps between the current volume-based health care system and the newly emerging value-based system of health care delivery and payment
- Provides onsite technical assistance to assist selected hospitals in transitioning to value-based care and Alternative Payment Models (APM)
- Disseminates best practices and successful strategies to rural hospital and network leaders

2017 Rural Hospital VB Strategic Summit

Supported by: Federal Office of Rural Health Policy (FORHP)

Purpose: To provide leaders with templates that improve organizational planning, strengthen actionable steps and operationalize key strategies that enable hospitals and networks to effectively transition to value

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under grant number UB1RH24206, Information Services to Rural Hospital Flexibility Program Grantees, $957,510 (0% financed with nongovernmental sources). This information or content and conclusions are those of the author and should not be construed as the official position or policy of, nor should any endorsements be inferred by HRSA, HHS or the U.S. Government.

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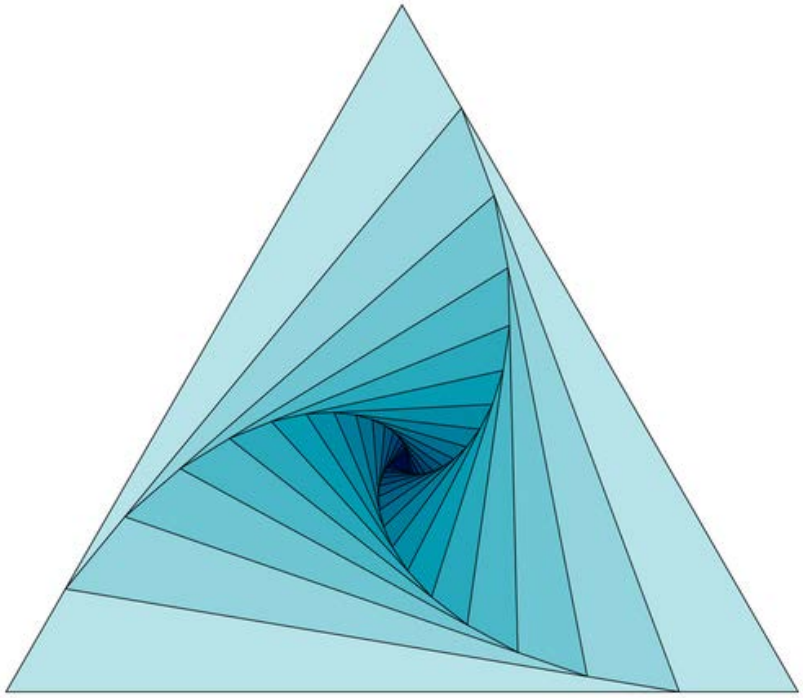
2017 Summit Panelists

May 24, 2017, Bloomington, Minnesota

It's Changing!



Triple Aim

- ✓ Better Care
- ✓ Better Health
- ✓ Lower Cost

Better Care + Smarter Spending = Healthier People

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Access the Guide & Templates

2017 Rural Hospital Value-Based Strategic Summit: BSC & Strategy Map Templates

Downloads & Links

Value-Based Summit Template Guide (PDF Document - 56 pages)

Strategy Map Template (Word - 2 pages)

Balanced Scorecard Template (Word - 5 pages)

August 2017

Author: National Rural Health Resource Center (The Center)

The 2017 Rural Hospital Value-Based Strategic Summit was held to provide leaders with templates that improve organizational planning, strengthen actionable steps and operationalize key strategies that enable hospitals and networks to effectively transition to value.

The Transition to Value Strategy Map and Balanced Scorecard templates are provided as separate downloadable Microsoft Word documents.The templates are ready to use and are designed to allow hospital and network leaders to incorporate and expand their organizations' strategic plans to provide a framework that supports population health preparedness.

Tailor the Strategy Map Template

- Download the Strategy Map Template to develop and tailor a Strategy Map for your organization
- Template is:
  - Prefilled with key transition strategies
  - Focused on organization-wide value
  - Designed to assist leaders in demonstrating value for their hospitals and networks

Strategy Map Template

Tailor the Balanced Scorecard Template

- Download the BSC Template to develop and create a dashboard for your organization
- Use the Guide's BSC examples to identify
  - Strategic objectives that support the organization's Strategy Map
  - Initiative (actions) that are needed to achieve objective
  - Common metrics and target levels
- Use the Guide to identify performance measures, target levels and find data sources to customize the BSC for the organization

BSC Template Example

Learning and Growth Example			
What	**Action Plan**	**How**	**Who**
Strategic Objective: What is the strategy to achieve?	**Initiatives:** What actions are needed to achieve objective?	**Measure:** What indicator is required to track and monitor the objective?	**Target:** For each indicator, what performance level is required to achieve the objective?	**Responsible:** Team member to track and report measure.
Develop internal capacity for population health management	Engage staff to build a greater understanding of the future of health care. Build staff's ability to use data analysis to 'hotspot' high-risk populations	Employee satisfaction levels Employee Training participation rate	On a 5.0 Likert scale, obtain 4.0 or greater. Target 90% of employees that participate in trainings on quarterly basis	Manager A Manager B

BSC Template Example

Learning and Growth Example						
When	**Results**					
Frequency: How often to report measure?	**Qtr. 1**	**Qtr. 2**	**Qtr. 3**	**Qtr. 4**	**Annual Avg.**	**Trend:** Show graph to indicate change over time.
Example: Assess employee satisfaction level annually					4.5	
Assess employee participation rates quarterly	75%	80%	85%	90%	82.5%	

Performance Measures, Target Levels and Data Resources

BSC Theme	Areas for Performance Improvement Opportunities	Common Measures and Target Levels	Data Sources	Steps to Support Measurement
Learning and Growth	Physician and staff engagement Staff education and capacity building Leadership and board development Management training Recruitment and retention	Staff turnover rate Employee satisfaction levels Physician satisfaction levels Employee and physician satisfaction survey return rate Physician retention rate	AHRQ Hospital Survey on Patient Safety Culture HR Employee Records	Develop a board of directors' educational program: • Set education goal • Assess knowledge gaps • Assign knowledge page area to board

The Rural Hospital Toolkit for Transitioning to Value-based Systems (Toolkit)

With the support of the Federal Office of Rural Health Policy, the Toolkit was developed to:

- Disseminate consultant recommended best practices for improving financial, operational and quality performance
- Share key transition strategies that position rural hospitals and networks for the future
- Distribute tools that support the implementation of best practices and adoption of transition strategies
- Share evidenced-based methods provided through nationally recognized organizations

Toolkit Areas of Development

The Toolkit is comprehensive and represents the SRHT hospital consultation reports and action plans

- Strategic Planning
- Leadership: Board, Employee and Community Engagement
- Physician and Provider Engagement and Alignment
- Population Health Management
- Financial and Operational Strategies
- Revenue Cycle Management and Business Office (BO) Processes
- Quality Improvement
- Community Care Coordination and Chronic Care Management

SRHT Application (2017 – 2018)

- Application period opens September 25, 2017 and closes midnight on October 16, 2017
- Application is available on SRHT Project website and contains:
  - Preview of application and self-assessment questions, to allow for early preparation
  - Helpful hints to submit a strong application
  - Direct links to the online application and self-assessment, which will go live on September 25

Coteau des Prairies Health Care System

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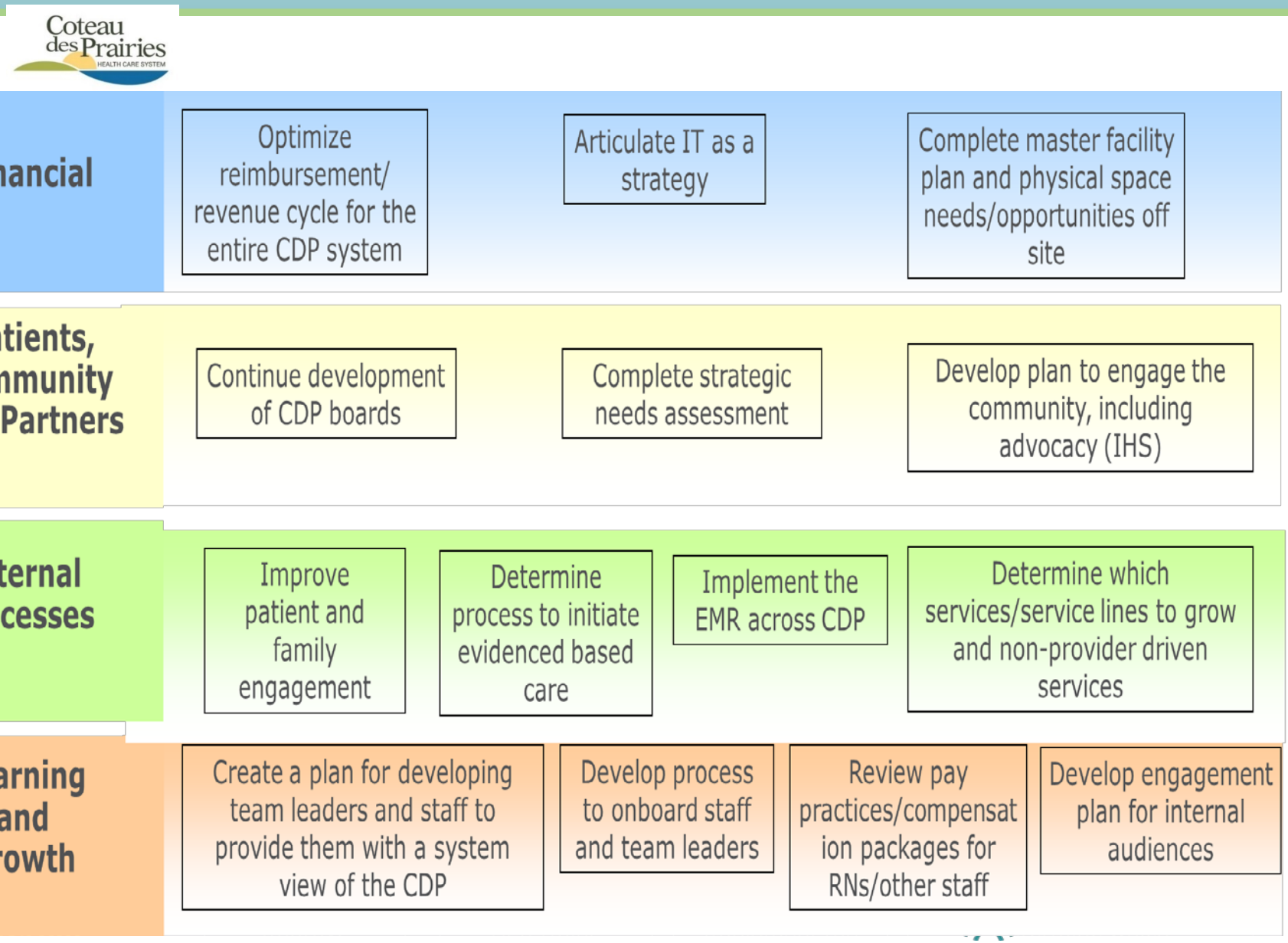
Strategy Map: Coteau des Prairies



CDP Leadership Team at BSC Workshop

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Couteau des Prairies BSC - Financial

Strategic Objective	What				When	Who	Initiatives
	Measure Description	Definition of Measure	Target	Method of Data Collection	Frequency of Data Collection	Person Responsible for Data Collection	
	Financial Perspective						
Optimize reimbursement/revenue cycle for the entire CDP system	Days cash on hand Days in account receivable (AR) Discharges not final billed	Cash/Operating expense AR/Revenue $ in unbilled encounters	90 days 45 days <$300k		Quarterly Quarterly Quarterly	Finance	
Articulate IT as a strategy	% of resources available Equipment age	Percent of resources used vs. available Equipment age vs. life expectancy	75% resource available 75% Max without replacement/ expansion plan in place		Quarterly	IT	
Complete master facility plan and physical space needs/opportunities off site	Improved cost report efficiency through change of space	$ impact of square footage changes on cost report	Gain in $$		Annual	Finance/Admin	

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Couteau des Prairies Plan BSC - Patients

Strategic Objective	What				When	Who	Initiatives
	Measure Description	Definition of Measure	Target	Method of Data Collection	Frequency of Data Collection	Person Responsible for Data Collection	
	Patients, Community and Partners Perspective						
Increase patient and family engagement	% of patients with a completed screening Patient understands discharge instructions	% of patients screened/total clinic patients % indicate Strongly agree	80% of eligible patients are up to date on screenings TBD*	EHR HCAHPS	Quarterly Quarterly	Clinic Brenda	
Develop plan to engage community including advocacy	Develop one community engagement committee (external)	Recruit 7 team members to participate on committee	Committee to meet quarterly		Quarterly	Collette/ Adm	
Complete strategic needs assessment	Complete a CHNA by Dec 2017	Hire consultant to complete	Final report of CHNA by Dec 2017		New CHNA every 3 years as required by the IRS	Collette	
Continue development of CDP boards	Board education completed as determined by assessment	# members completed education/total # board members	100% of board members competing training		Quarterly	Michael	

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Couteau des Prairies Plan BSC – Internal Processes

Strategic Objective	What				When	Who	Initiatives
	Measure Description	Definition of Measure	Target	Method of Data Collection	Frequency of Data Collection	Person Responsible for Data Collection	
	Internal Processes Perspective						
Implement the EHR across CDP	% of use by each all providers	CPOE	100%		Quarterly	HIM/ Heather	Provider education
Determine process to initiate evidenced based care	% of completion of VTE and sepsis screen	#VTE and Sepsis screens completed/total # admissions	Set baseline (50%)		Quarterly	Brenda	
Determine which services/ service lines to grow and non-provider driven services	Finger stick INRs in coumadin clinic (Coumadin Clinic)	#patients with finger stick INR/#Total patients on coumadin	Find answers to clinics	Is service covered by insurance/ Medicare? Is there provider buy-in and patient interest	By one month	Outreach nurse	Hire a Cert Diabetic Nurse Educator

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Couteau des Prairies Plan BSC – Learning and Growth

Strategic Objective	What				When	Who	Initiatives
	Measure Description	Definition of Measure	Target	Method of Data Collection	Frequency of Data Collection	Person Responsible for Data Collection	
	Learning and Growth Perspective						
Create a plan for developing team leaders and staff to provide a system view of CDP	Evaluation of team leaders through Team Leader Inventory	Leadership skill assessment of all team leaders # returned/# team leaders	90% response rate		Annually	Michael	
Develop process to onboard staff and team leaders	Enhanced and expanded onboarding in first 90 days of employment for % of new hires	Using checklist, competencies and follow-up meetings with new employees to ensure onboarding/all new hires	100%		Annually	Leslie	BSC over
Review pay practices/compensation packages for CDP staff	Review pay by department-paid at a competitive rate	CDP salary mean/ SDAHO, MGMA and Integrated Strategies, other local pay scales, SHRM	Mean of local salary scales, CDP on budget		Annually	Leslie	
Develop engagement plan for internal audiences	% of employees that complete survey – (supervisor satisfaction)	# employees completing survey employees' satisfaction with their immediate supervisor/total # employees	75%		Quarterly	Leslie	

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