

Small Rural Hospital Transition (SRHT) Project

SRHT Learning Collaborative Objectives and Details



NATIONAL
RURAL HEALTH
RESOURCE CENTER

525 South Lake Avenue, Suite 320

Duluth, Minnesota 55802

(218) 727-9390 | info@ruralcenter.org | www.ruralcenter.org

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Introduction

Through the SRHT Project, The Center has discovered that many rural hospitals need assistance in developing a Strategy Map and dashboard to support the implementation of their strategic plans. Findings from Recommendation Adoption Progress (RAP) Reports indicate that nearly all selected SRHT hospitals use the consultation reports to replace or supplement their strategic plans. Many leaders use the FOA reports as short-term turn-a-round plans and QI project reports are guides for reporting quality to Board of Directors (BOD). The Center created the SRHT Selected Hospital Learning Collaborative (LC) in FY2018 to support selected hospitals with developing and implementing a Strategy Map and Balanced Scorecard (BSC).

In FY2019, RHI decided to offer the LC opportunity to other SRHT eligible hospitals that were not currently participating in an SRHT project. Hospitals that have previously applied for a SRHT project were first offered the opportunity to participate; then invitation was extended to all SRHT eligible hospitals and the spots were filled on a first come, first served basis. Nine hospitals were selected to participate, however, only five hospitals were active throughout all five LC webinars.

SRHT Learning Collaborative (LC) Purpose

The LC utilizes the [2017 Rural Hospital Value-Based Strategic Summit Guide and Templates](#) to support leadership in developing and tailoring a [Strategy Map](#) and [BSC](#) for their hospitals. If the hospital already has a Strategy Map and BSC in place, the process provides leaders an opportunity to evaluate their current initiatives and consider other key transition strategies that may better position the organization for population health. The LC is also designed to help managers build their knowledge base about dashboards, measurement and strategy planning, and develop a BSC for their departments that support the hospital-wide initiatives. The overall purpose of the LC is to:

- Provide leadership with tools (Strategy Map and BSC) that assist them in transitioning to a value-based system and preparing for population health
- Assist leaders with demonstrating value of the hospitals

- Assist hospitals with improving performance and efficiency by sharing successes and lessons learned through peer-to-peer educational training
- Assist hospitals to better position selves for future participation in SRHT projects

Objectives:

The objective is for leaders to apply the *Strategy Map and BSC Template Adoption Steps* outlined in the [Summit Guide](#) to develop a Strategy Map and BSC by the end of the LC. Through the five (5) LC sessions, hospitals will:

- Recognize the need to demonstrate value and the future in health care
- Learn about and utilize resources to identify focus areas for strategy
- Use the templates to develop a [Strategy Map](#) and [Balanced Scorecard \(BSC\)](#)
- Develop metrics for the BSC to drive performance
- Apply best practice tools from the [Rural Hospital Toolkit for Transitioning to Value-based Systems](#) to support the implementation of consultant recommendations to operationalize the transition strategies developed within the Strategy Map

LC Schedule

1. LC1: Introduction and Available Resources
2. LC2: Using Self-Assessment Results to Initiate Strategic Planning
3. LC3: Strategy Map Development
4. LC4: Balanced Scorecard Development
5. LC5: Using the Strategy Map & BSC to Demonstrate Value and Position for the Future

LC 1: Introduction and Available Resources

Key objectives for the 1st LC session:

- Engage hospitals
- Orient hospitals to LC process
- Prepare teams to use self-assessment findings and other resources to initiate strategy planning

Preparation for LC2:

- Review self-assessment results as well as other information specific to your organization (CHNAs, current strategy, etc.) to begin identifying potential strategy focus areas (see next slide for links)
- Cross results against current strategic plan to evaluate opportunities discovered from self-assessment to prepare for Strategy Map development
- Download the Strategy Map Template and follow the outline in the Summit Guide on pages 20-21 to initiate development

LC 2: Using Self-Assessment Results to Initiate Strategic Planning

Key Objectives:

- Initiate strategy map development

Preparation for LC3

- Continue development of strategy map using template

LC 3: Strategy Map Development

Key Objectives:

- Prepare teams to finalize their Strategy Maps
- Provide teams with a greater understanding of system approach to planning and successes to operationalizing key transition strategies
- Prepare teams to initiate BSC development

Preparation for LC4

- Finalize the Strategy Map
- Review the Rural Hospital Transition To Value Strategy Check List to ensure key strategies are considered. Refer to the Summit Guide pages 14 – 15.
- Consider at least one key strategy per Performance Excellence (PE) Blueprint category to ensure that the planning process represents a systematic approach. Refer to page 16 in the Summit Guide.

LC 4: Balanced Scorecard Development

Key Objectives:

- Prepare teams to develop their BSCs
- Provide teams with a greater understanding of what a BSC is and how its application can drive performance and support the organization's mission

Preparation for LC5

- Follow the outline in the Summit Guide on pages 21 - 22 to continue development
- Examine the BSC example in the Summit Guide and adopt key strategies and action steps that are applicable to the hospital
- Use Table 1 in the Summit Guide to develop metrics for strategic objectives and define hospital target levels

LC 5: Using the Strategy Map & BSC to Demonstrate Value and Position for the Future

Key Objectives:

- Demonstrate value of the hospital for long-term success in new payment and delivery models