

MEDICARE RURAL HOSPITAL FLEXIBILITY PROGRAM

December 2003

Duluth, Minnesota



MONITORING PROJECT

COOPERATIVE AGREEMENT - FORHP

- UNIVERSITY OF MINNESOTA RURAL HEALTH RESEARCH CENTER
- UNIVERSITY OF NORTH CAROLINA RURAL HEALTH RESEARCH AND POLICY ANALYSIS CENTER
- UNIVERSITY OF SOUTHERN MAINE RURAL HEALTH RESEARCH CENTER
- TECHNICAL ASSISTANCE SERVICES CENTER

PROJECT SCOPE

- **STATE PERFORMANCE MANAGEMENT**
- **INSTITUTIONAL PERFORMANCE**
- **INVOLVEMENT OF RURAL COMMUNITIES**

STATE PERFORMANCE MANAGEMENT

- **Develop Logic Models for States to Monitor and Manage Program Operation and Performance**
 - Track State Program Activities
 - Develop State-Level Performance Indicators
 - Develop Tools to Monitor and Manage Performance
 - Build Adaptive Capacity for Changing Circumstances
 - Develop Consensus Among Program Stakeholders

STATE LOGIC MODELS

- **Provide a Systematic Approach for Program Planning and Performance Management**
 - Program Theory and Assumptions Identified
 - Contribution of Key Elements to Desired Goals Articulated
- **Links Short and Long Term Outcomes**
 - Resources Available to Operate the Program
 - Activities Planned Under the Program
 - Collective Impact of Program Activities

LOGIC MODEL DEVELOPMENT

- **Partner with FORHP, TASC, Four States, and Flex Advisory Group to Develop a Generic Model**
 - On-Site Process with Each Pilot State
 - Key Stakeholders at the Table
 - Model Design Relates to State Program Needs
 - Pilot State and Advisory Committee Feedback
 - Materials and Process Refined – All States

INSTITUTIONAL PERFORMANCE

- Scope of Services and Facility Linkages
- Quality Performance Measurement
- Financial Performance Measurement
- Financial Impact of Conversion to CAH
- Access to and Use of Capital

SCOPE OF SERVICES AND FACILITY LINKAGES

- National Telephone Survey of 500 Randomly Selected Critical Access Hospitals
- Data on Services Provided Before and After Conversion (Longitudinal and Cross Sectional)
- Nature and Relationship of Inter-Organizational Linkages of CAHs with Area and Regional Organizations to Overall CAH Performance

QUALITY PERFORMANCE MEASUREMENT

- National Telephone Survey
- Pre and Post-Conversion Quality of Care Activities and Services (Longitudinal and Cross Sectional)
- Development (Yrs 1 & 2) - Test Prototype Performance System to Provide a Core Set of CAH Quality Measures on an Ongoing Basis

FINANCIAL PERFORMANCE MEASUREMENT

- Identify Relevant Financial Performance Indicators for CAHs
- Expert Advisory Committee of CAH Managers, Health Practitioners and Policy Analysts
- Use Current Research, Existing Performance Initiatives, Cost Report Data, and Expert Opinion to Assess Relationship between CAH Quality of Care Provided and Financial Performance

FINANCIAL IMPACT OF CONVERSION TO CAH

- Cost Report Data Used to Assess Changes in Key Financial and Organizational Indicators Following Conversion to CAH
- Comparisons Before and After Conversion and Between CAHs and Matched Non-CAHs
- Annual Reports Generated Describing the Financial Status of Critical Access Hospitals

ACCESS TO AND USE OF CAPITAL

- National Telephone Survey, E-Mail Survey of State Flex Coordinators and Cost Report Data
- Capital Needs and Experiences in Pursuing and Accessing Capital
- Sources of Capital Available, Facility Trends in Managing Debt as an Indicator of Post-Conversion Performance, and Best Practices in Obtaining Capital Financing for CAHs

THE INVOLVEMENT OF RURAL COMMUNITIES

- National Telephone Survey, State Logic Modeling Process, and Site Visits
- Identify Measurable and Appropriate Indicators of Community Impact Under the Flex Program
- Assess Community Involvement in the Program and the Benefits Accrued Through Program-Related Activities

CONTINUED HOSPITAL CONVERSIONS

- Information on New Conversions Collected from Flex Coordinators
- Coordinators Queried Quarterly by E-Mail on Topics of Their Interest as well as FORHP and the Monitoring Team
- Results of Quarterly Query (New CAHs) Reported on Monitoring Team Website Linked to TASC Website

BENEFITS OF MONITORING PROJECT

- Development of Tools and Best Practice Guidelines for States and CAHs to Improve Their Program Performance
- Availability of Flex Program Planning and Implementation Template (Generic State Efforts)