



NATIONAL  
RURAL HEALTH  
RESOURCE CENTER

# Connecting Needs to Performance Improvement

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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:

- Performance Improvement
- Health Information Technology
- Recruitment & Retention
- Community Health Assessments
- Networking



# Performance Improvement

- A framework for getting people, processes and resources aligned and moving in the same direction. The ultimate goal is to achieve strategies that benefit the customer and the bottom line and that result in organizational excellence.





# Informed Improvement

- Past, present and future status
- Past – informs perspective
- Present – must include data and information
- Future – aligned with organizational vision



# Where Do You Start?

**Improve revenue cycle**  
Efficient core processes  
Improve vendor selection

**Improve benchmarking**  
Improve partner relationships  
Improve training & development

**Limit turnover**  
Improve margins  
Enhance support processes

**Improve value creation processes**  
Sharpen knowledge management

**Improve reward & recognition**  
Improve ethics

**Improve complaint management**

**Improve leadership**

Promote compliance  
Improve outcomes

**Improve supplier performance**  
Improve quality

**Maximize return on investment**  
Improve recruitment & retention

**Maximize productivity**  
Improve use of data

**Improve satisfaction**  
Improve measurement  
Improve goal setting

**Improve decision-making**  
Improve morale





# Vision for Health Care Transformation



*Better care, smarter spending, healthier people*

# Value Formula

$$\text{Patient Value} = \frac{\text{Quality} + \text{Service}}{\text{Cost}}$$





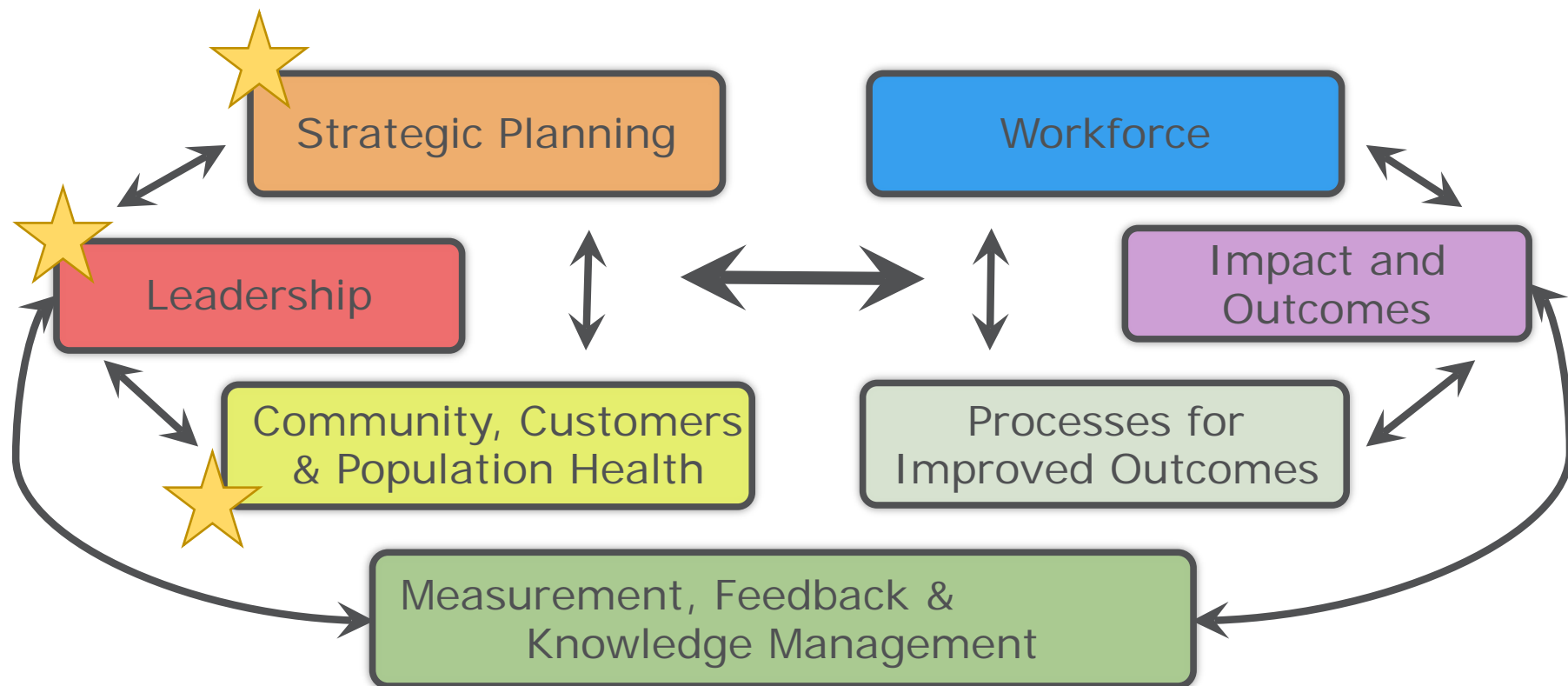
# Basic Beliefs about the Future



- Payment rates: decline overall
- Quality and efficiency: rewarded
- Readmissions and low quality: penalized
- Population health: factored into reimbursement formulas



# Blueprint for Performance Excellence





# Leadership

- Boards must understand and support
- Leaders and managers must understand and support
- Health care providers must be part of leadership

Resilience among rural providers is critical.  
Leadership is the foundation of resilience.



# Strategic Planning

- Must be dynamic and ongoing
- Use of a systems framework to ensure a holistic approach
- Plan must be communicated organization wide

Fast and roughly right needs to replace  
precise and slow.





# Customers, Partners & Community

- Measure and publicly report patient satisfaction and excel at customer service
- Partner with larger systems or rural networks
- Partner with other types of providers in the service area
- Engage and educate the community to encourage use of local health and wellness services

We need to turn stakeholders into partners.





# Summary

- The health care market is undergoing transformational change
- Leadership awareness and support is critical in helping rural health providers stay relevant during the market transformation
- The Performance Excellence Blueprint is a tool to help rural leaders manage system wide improvement and navigate change



# Summary

- The framework is flexible and can be used in multiple ways – a starting point is just reviewing the key success factors and taking a critical look at your organization

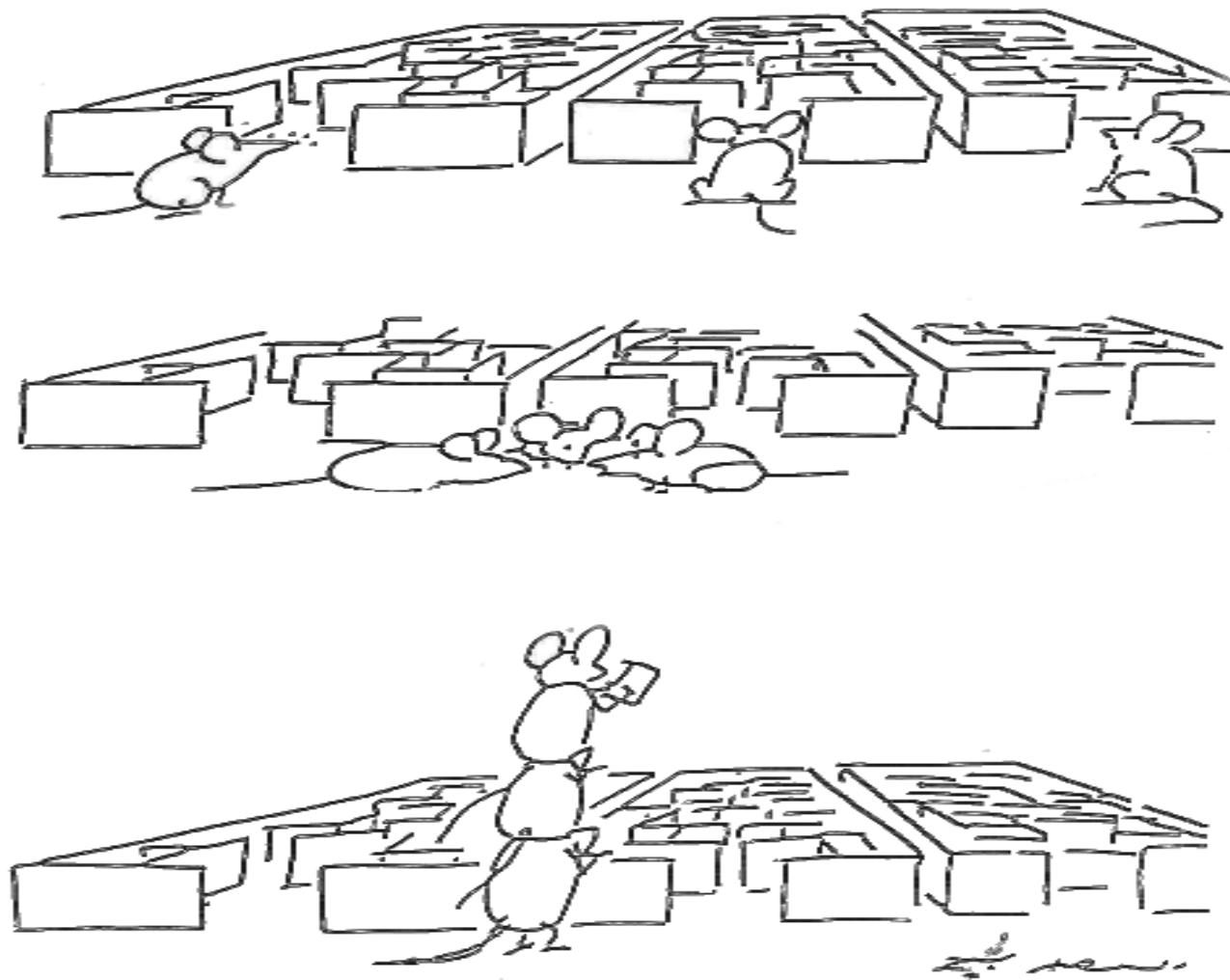
<https://www.ruralcenter.org/tasc/resources/critical-access-hospital-blueprint-performance-excellence>

- Tools to support use of the framework, and individual focus areas are being developed and many are now available at

<http://www.ruralcenter.org/>



# A Collaborative Effort







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