



NATIONAL
RURAL HEALTH
RESOURCE CENTER

Connecting Needs to Performance Improvement

Tracy Morton

Senior Program Manager

May 5, 2015

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 communication
Improve margins

Improve value creation processes
Sharpen knowledge management
Enhance support processes

Improve reward & recognition
Improve ethics
Improve complaint management

Improve leadership
Improve competitiveness

Improve satisfaction
Improve measurement
Improve goal setting

Improve decision-making
Improve morale

Improve measurement
Maximize return on investment

Improve outcomes
Promote compliance

Improve quality
Maximize use of data

Improve recruitment & retention
Improve recruitment & retention





Vision for Health Care Transformation



Better care, smarter spending, healthier people

Value Formula

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



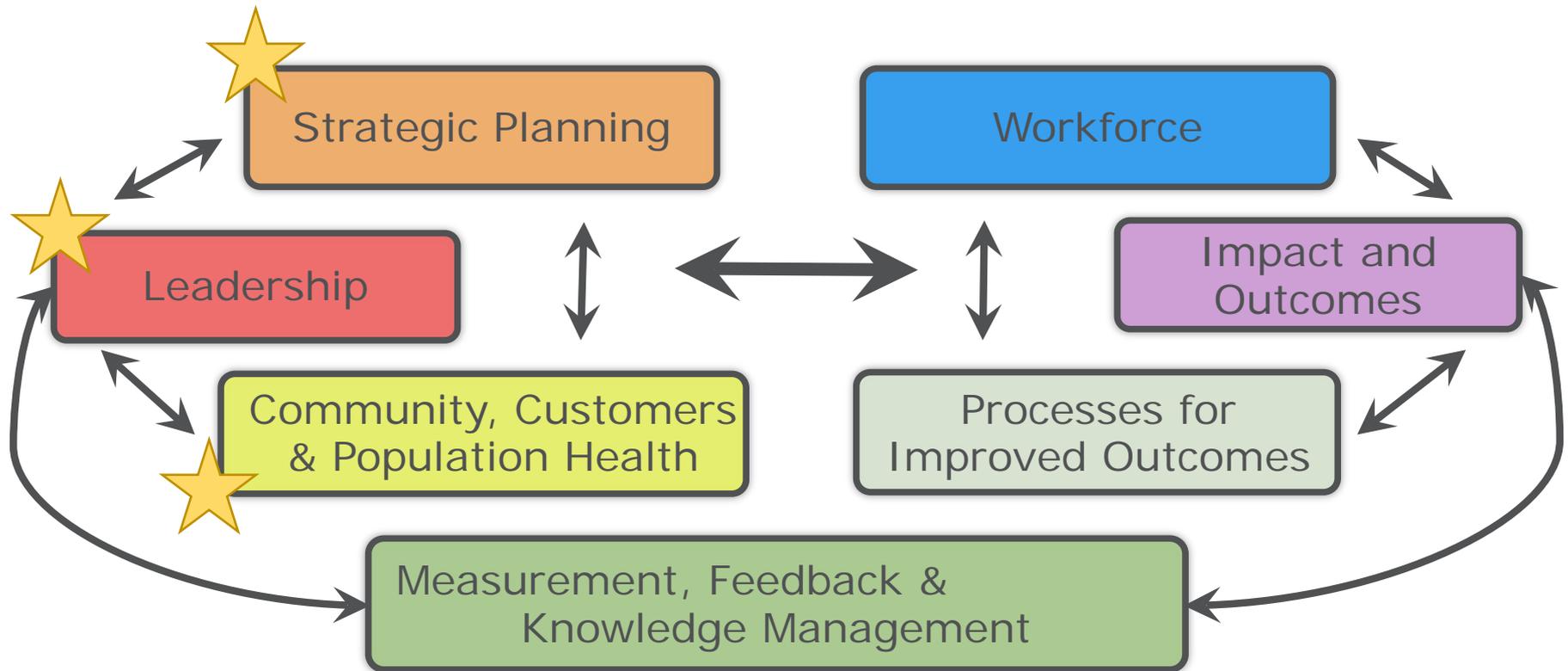
Basic Beliefs about the Future



- 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

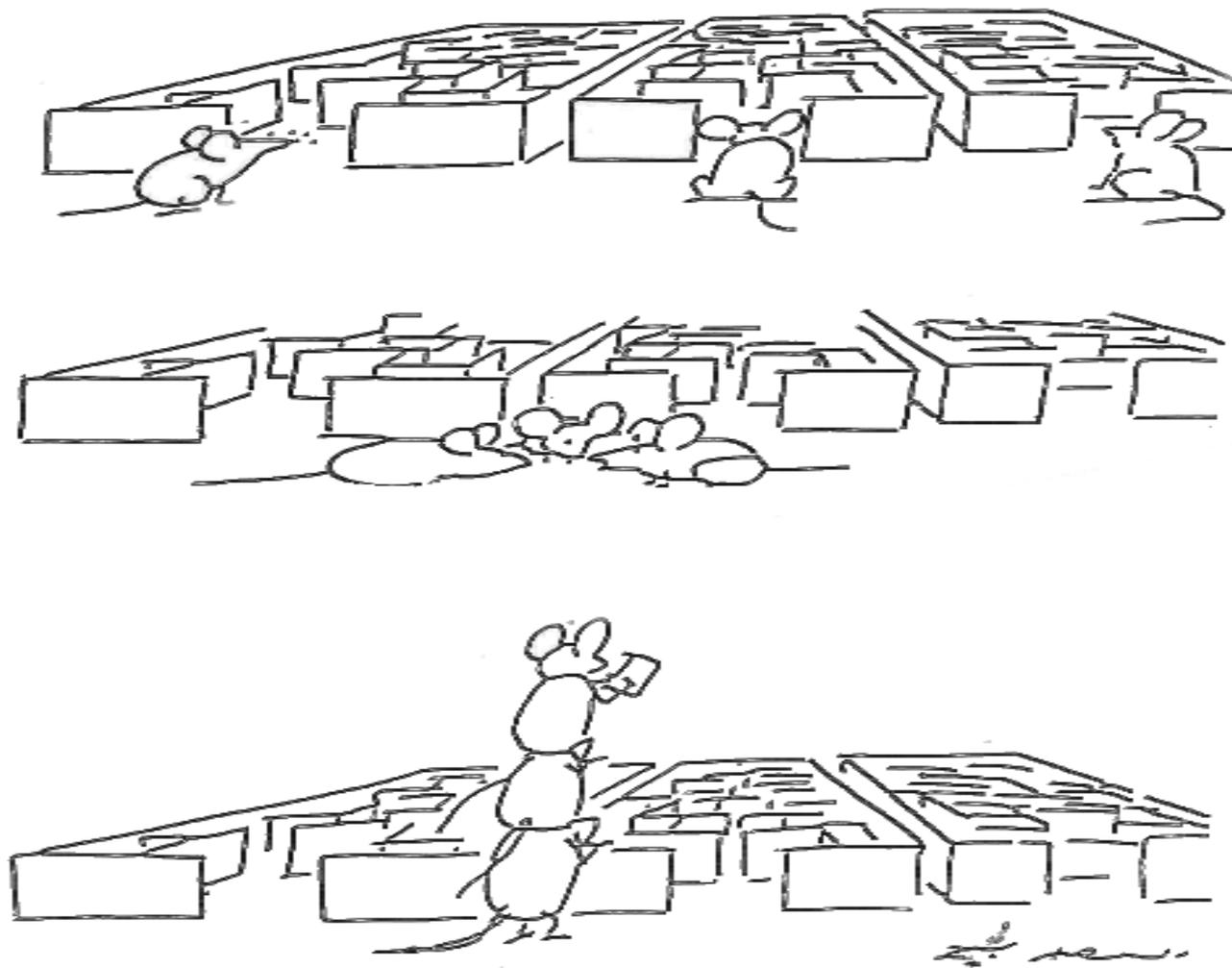


Summary

- 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





NATIONAL
RURAL HEALTH
RESOURCE CENTER

Tracy Morton

Senior Program Manager

218-727-9390 ext. 227

tmorton@ruralcenter.org

<http://www.ruralcenter.org>

Get to know us better:



@RHRC