

Iowa Medicare Rural Hospital Flexibility Grant Program Kickoff 2020

Tuesday, January 28, 2020

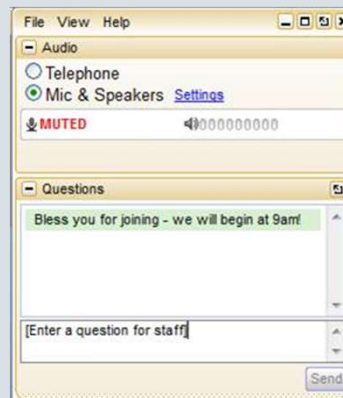


This program is offered by the Health Resources Services Administration, Rural Hospital Flexibility Program (Catalog of Federal Domestic Assistance (CFDA) 93.241 in partnership with the Iowa Department of Public Health, HomeTown Health, and the Iowa Healthcare Collaborative.

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Webinar Information

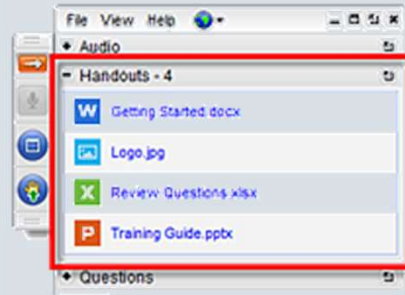
- All attendees are in "Listen Only" mode
- Questions or comments?
 - Open "Questions" pane in dashboard.
 - Type in comments or questions.
 - Comments will be monitored.
 - Questions will be addressed at end of the webinar.



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Webinar Information

- This webinar will be recorded and emailed to you to share with others on your team.
- Handouts are available for download in the “Handouts” pane and will be emailed to attendees after the webinar.



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Are you joining the webinar with others?

If so, please enter the following **in the question pane** for those in attendance with you:

- First and last names
- Email addresses

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Agenda

General Information and Flex Update	Cassie Kennedy Flex Coordinator Iowa Department of Public Health	10 min
Quality Improvement Program Overview	Kate Carpenter Director, Hospital Services Iowa Healthcare Collaborative	10 min
Financial Improvement Program Overview	Sandy Sage Revenue Analyst HomeTown Health	10 min
Operational Improvement Program Overview	Lesa Schlatman Program Manager HomeTown Health	10 min
Questions and Closing	Cassie Kennedy, Kate Carpenter, Sandy Sage, and Lesa Schlatman	As needed

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Cassie Kennedy Flex Coordinator

Cassie Kennedy joined the Iowa Department of Public Health as the Flex and SHIP Coordinator in April 2019. Cassie has a bachelor degree in Biomedical Engineering from the University of Iowa and is currently pursuing a Master of Public Health degree from the University of Nebraska Medical Center. Prior to joining the Iowa Department of Public Health, Cassie worked as an Accreditation Coordinator for the Foundation for the Accreditation of Cellular Therapy, working with hospitals and cord blood banks around the world to meet quality standards around blood and marrow transplantation and cord blood banking.



Protecting and Improving the Health of Iowans



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SHIP versus Flex

Component	SHIP	Flex
Program Areas	<ul style="list-style-type: none"> Value-based purchasing Accountable Care Organizations or Shared Savings Prospective Payment System or Payment Bundling 	<ul style="list-style-type: none"> Quality Improvement Financial Improvement Operational Improvement Population Health
Program Format	Hospitals implement specific projects via consortium or direct award.	Quality improvement, financial improvement, operational improvement, and population health services are provided to all participating hospitals.
Service Providers	HomeTown Health	Iowa Healthcare Collaborative HomeTown Health
Eligibility	<ul style="list-style-type: none"> Small rural hospital (less than 50 beds) Completed an application 	<ul style="list-style-type: none"> Critical access hospital (maximum of 25 beds) Meets MBQIP requirements

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Current Flex Program Structure



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Be on the lookout for. . .

- Quarterly newsletter
- Additional information about the Population Health survey (if you completed this)
- Site visit requests
- Rural Health Program Information booklet

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Quality Improvement Program Overview

KATE CARPENTER

IOWA HEALTHCARE COLLABORATIVE

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Kate Carpenter

Director of Hospital Services
Iowa Healthcare Collaborative

Kate Carpenter is Director of Hospital Services at Iowa Healthcare Collaborative. She holds a bachelor's degree in healthcare administration and is a NAHQ Certified Professional in Healthcare Quality. Carpenter leads the Compass Hospital Improvement and Innovation Network and leads the design of innovative quality, patient safety and performance improvement projects to drive sustainable and transformational improvement efforts across the care continuum. She serves as the co-lead to the PfP Readmissions Affinity Group and on the Iowa Care Coordination Statewide Strategy committee. Carpenter has 12 years of clinical experience in the medical imaging field and holds board certifications in general radiography, mammography and computed tomography.



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Session Topics

We will be covering the following topics. . .

- Who is IHC
- Flex Quality Improvement Goals
- MBQIP Domains
- Reporting
- What's Next
- Contact Information



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Mission and Vision

Mission:

To facilitate exceptional healthcare quality, safety, and value in Iowa and the nation.

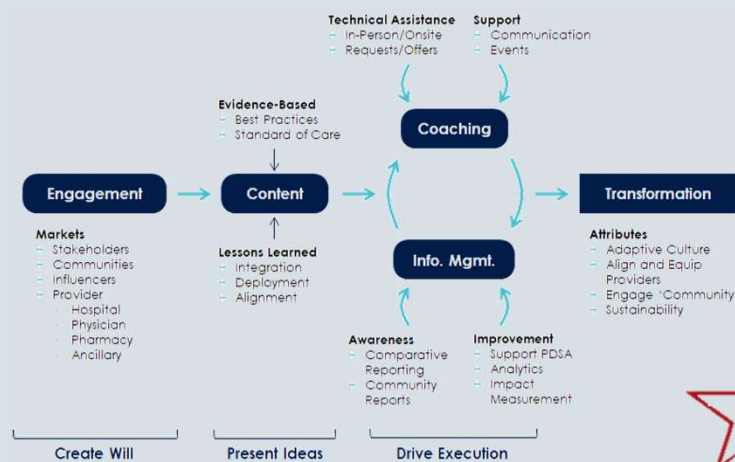
Vision:

A healthcare culture of continuous improvement in quality, safety and value that provides the most effective and efficient care.



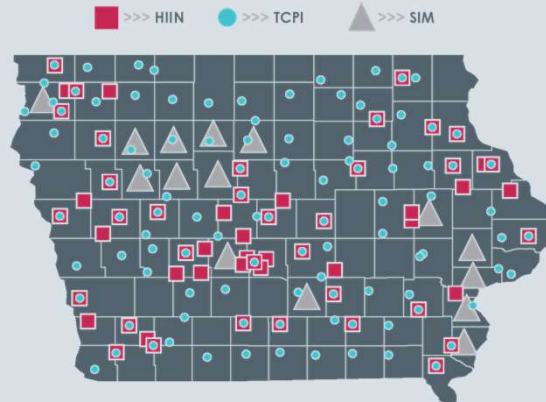
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Strategic Improvement Will, Ideas, Execution



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Local Presence



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Flex Quality Improvement Goals

- Support the overall Flex Program goals of ensuring that high quality health care is available in rural communities and aligned with community needs.
- Specific to the Quality Improvement arm of Flex, also known as the Medicare Beneficiary Quality Improvement Project (MBQIP):
 - Focus on work to improve the quality of health care provided by CAHs.
 - Increase the number of CAHs consistently reporting quality data
 - Improve the quality of care in CAHs

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MBQIP Domains

Activities are grouped in four quality domains:

- Patient Safety/Inpatient
- Patient Engagement
- Care Transitions
- Outpatient

IHC will help support CAHs in successfully meeting Flex eligibility requirements, by supporting:

- Timely reporting for each domain;
- Quality improvement efforts where needed; and
- Education, tools and resources

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MBQIP Reporting

- Find reporting deadlines here: <https://www.ruralcenter.org/resource-library/mbqip-data-submission-deadlines>
- The revised emergency department transfer communication (EDTC) should be utilized starting with January 1, 2020 encounters. A number of [EDTC Resources](#) are available to support hospitals, including:
 - Data Specifications Manual for discharges/transfers beginning in Q1 2020, an EDTC Specifications Overview training video
 - A FAQ document is forthcoming; it will be posted in the same resource location and promoted in MBQIP Monthly.
- **Reminder - CAHs should continue to use the current EDTC measure specifications for MBQIP reporting for encounters through Quarter 4 2019.** To find the appropriate data specifications manual, from the [main resources page](#) select the time frame for which you are reporting to access the appropriate resources. Note that the choice for time frame will be removed after the Q4 2019 data submission deadline has passed.

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What's Next

IHC anticipates that we will have an active contract to begin this work in the very near future.

Look for an email from IHC in early February

- Office Hours Call
 - Communication
 - How to request technical assistance
 - Reporting updates

In the meantime, feel free to reach out to IHC of Cassie at IDPH with any questions and we would be happy to assist!

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IHC Hospital Services Team




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HOME TOWN HEALTH
FIRES
Financial Integrity through Revenue Education & Strategies


Sandy Sage, RN

Revenue Cycle Analyst, **FIRES Program Activities Director**


Sandy Sage, RN joined the HomeTown Health Team full time in November 2016 as our Revenue Analyst. She works closely with member hospitals assisting them in implementing best practice revenue cycle processes. She provides hospital staff education, in person and through webinars, related to all areas of the revenue cycle with special focus on Patient Access and the Business Office. She has previously worked as a consultant for revenue cycle process development and chargemaster compliance.

Sandy has been an instructor for HomeTown Health University for over 10 years and continues to write courses for HTHU. She is involved in administering grant programs, and she developed the *Rev Up Your Revenue Cycle* program for our hospitals. She has a clinical background in nursing and has worked primarily in rural hospitals throughout her career. In 2000 she transitioned from clinical nursing to the financial side of the hospital and has worked as a Revenue Cycle Analyst since that time.


Sandy is a native of California and moved to Georgia at age 12. She has two Grown daughters and currently resides in Cochran, Georgia.



Email: sandy.sage@hometownhealthonline.com



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HOME TOWN HEALTH
FIRES
Financial Integrity through Revenue Education & Strategies

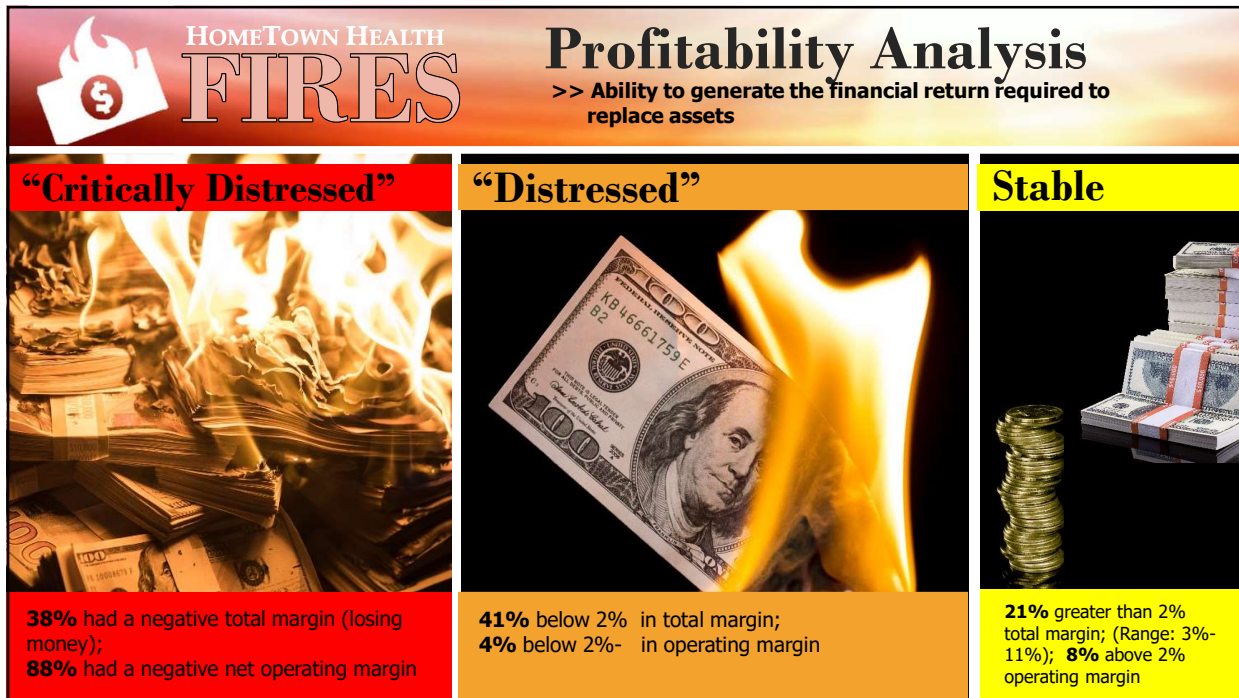
Program Purpose

>> **Financial Improvement**

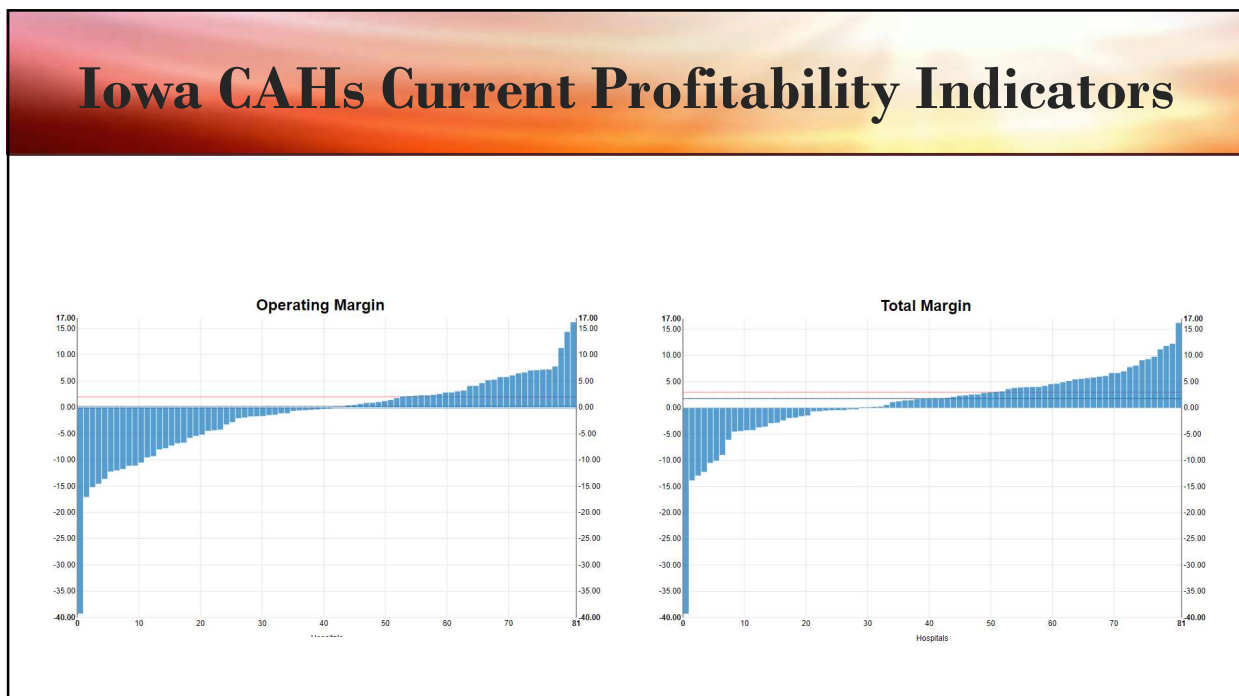
- **Profitability indicators** provides a good picture of the current market and the hospital managements' ability to generate future cash flow.
- The cash position, or **liquidity indicators**, also prove important in assessing a hospital's ability to undertake significant projects or address potential risks and emergencies.
- Hospitals must take steps to improve both, and this program affords us the opportunity to look at these areas in detail.



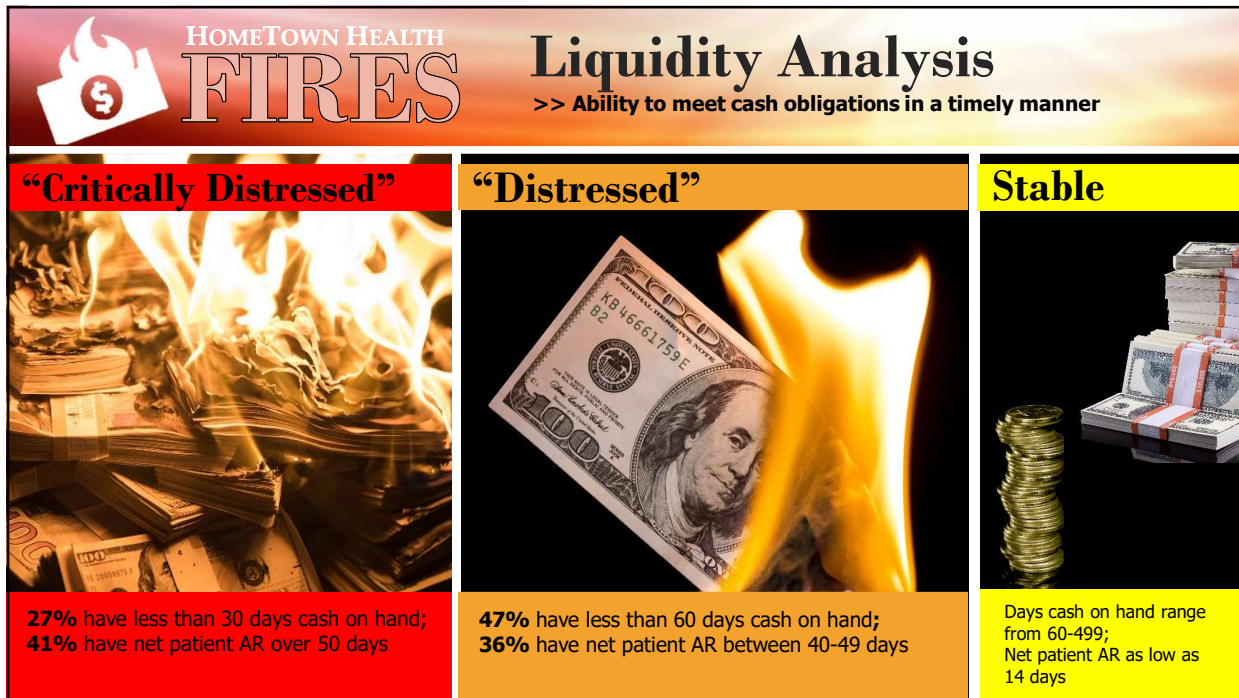
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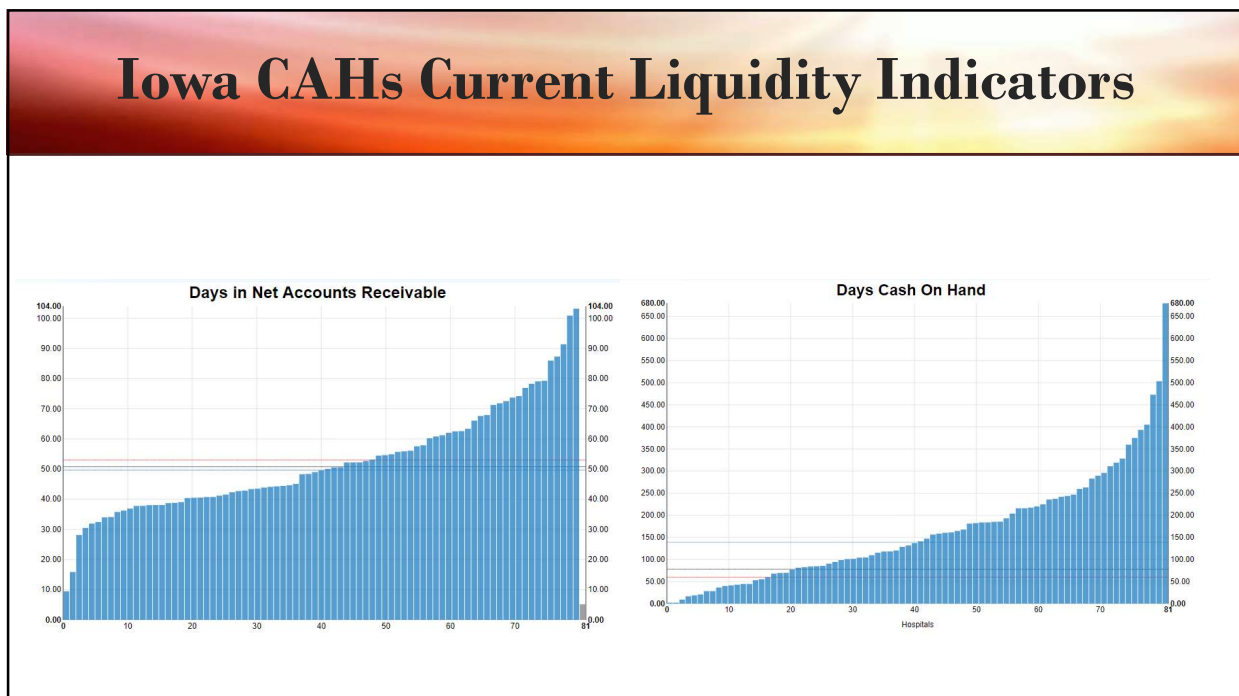
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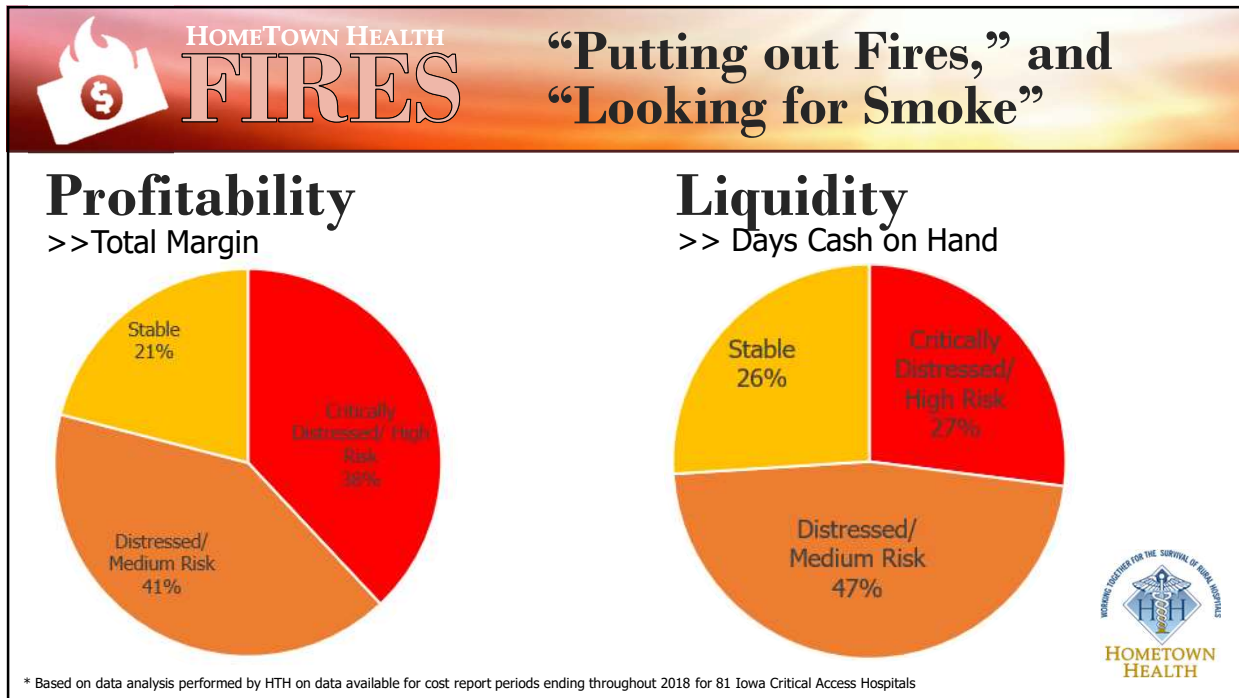
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Program Purpose


>> Revenue Integrity

- "The basis of **revenue integrity** is to prevent recurrence of issues that can cause **revenue** leakage and/or compliance risks through effective, efficient, replicable processes and internal controls across the continuum of patient care, supported by the appropriate documentation and the application of sound financial practices that are able to withstand audits at any point in time." –National Association of Healthcare Revenue Integrity
- Activities under **Revenue Integrity** are expected to focus more on process improvement. It employs a series of integrated processes that can "detect and eliminate many of the pitfalls in traditional revenue cycle processes."

Financial Improvement and **Revenue Integrity**

WORKING TOGETHER FOR THE SURVIVAL OF RURAL HOSPITALS
HOMETOWN HEALTH

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HOME TOWN HEALTH

FIRES

Financial Integrity through Revenue Education & Strategies

Program Offerings

“Critically Distressed”

>> In-depth analysis, Action Planning, and individual hospital assistance from subject matter experts

“Distressed”


>> Education to “help put out the financial fires” as well as help hospitals to “look for smoke” through Financial Triage Program resources

ALL Hospitals


>> tools to monitor key financial indicators
>> education simultaneously focused on both revenue integrity and reimbursement

Best Practice Hospitals

>> An opportunity to contribute and share through Financial Triage or Peer Mentoring Program




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Financial Integrity through Revenue Education & Strategies



Program Schedule: All Hospitals

Date	Time	Offering	Topic
February 18	1:00pm-2:00pm	Webinar Training	"Improving Profitability: Total and Operating Margin"
March 19	2:00pm-5:30pm	Statewide Workshop Johnston, Iowa	"Leading a team towards Revenue Integrity and Improvement" For Revenue, Business Office, and other financial leaders with a discussion included on utilizing data for action and improvement.
March 24	1:00pm-2:00pm	Webinar Training	"Improving Liquidity: Days in AR and Days Cash on Hand"
April 28,	1:00pm-4:00pm	Virtual Workshop	"Financial Integrity in Coding" - Specific to CAH coders specific to their role.
May 13	Half day/ (afternoon)	Regional Workshop (South)	"Financial Integrity in Collections"- For Revenue Cycle Leadership on top areas of needs according to needs assessment that can be impacted with a focus on improving collections.
May 26	1:00pm-2:00pm	Webinar Training	"Using Your Financial Counselors to Improve your AR days" ** Dashboard Release **
July 20	Half day/ (afternoon)	Regional Workshop (North): Arnold's Park, IA	"Financial Integrity in Collections"
August 18	1:00pm-2:00pm	Webinar Training	"Using Charge Audits to find Lost Revenue"
June 30	1:00pm-4:00pm	Virtual Workshop	"Financial Integrity in Billing" - focused on revenue integrity for CAH billers specific to their role


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**HOME TOWN HEALTH**
FIRE
Financial Integrity through Revenue Education & Strategies

Which One Are You?

“Critically Distressed”
Do you need individualized assistance?

“Distressed”
Do you need a little extra help to put out fires?
Don't Delay! Now is the time to ask for help.

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**HOME TOWN HEALTH**
HOPES
Hospital Operations Education & Strategies

**HOME TOWN HEALTH**

Lesa Schlatman, RN, BSN

Program Manager, **HOPES Program Activities Director**

Lesa Schlatman grew up in a small rural town where her passion for nursing flourished as a young girl while helping to care for her chronically ill grandfather. Lesa went on to earn an Associate of Applied Science – Nursing Associate Degree and a Bachelors of Science in Nursing. The need to make a difference grew into a nursing career of over 25 years with a strong & current foundation in Care Coordination processes, Population Health strategies, and Process/Quality Improvement initiatives. Lesa's vast work experience has taught her the true value of care coordination, patient centered care, and communication & collaboration across healthcare systems. Utilizing these core principles, she strives to assist healthcare settings in achieving effective population health programs and strategies tailored to meet their individual needs.

Prior to HomeTown Health, Lesa worked extensively in healthcare management positions that has built a large skill set surrounding the needs of Skilled Care settings, Long Term Care, RHC's, and Critical Access Hospitals. She also received hands on experience and expertise that enabled her to become a subject matter expert on CCM & TCM program regulations and implementation. In her current role as a Program Manager at HomeTown Health, Lesa utilizes these skill sets to organize and coordinate multiple programs that serve member or grant hospitals. She serves as a liaison between the individuals working on the program internally, hospital members, and other key stakeholders to ensure excellent program outcomes, and improved care coordination for participants and their communities. Lesa has 3 adult children and still resides in the same small hometown of Kewanee, IL with her husband, son, and 4 rescue pets.



Email: Lesa.schlatman@hometownhealthonline.com

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HOMETOWN HEALTH
HOPES
Hospital Operations Education & Strategies

Program Purpose


>> The goal of HomeTown Health's "Hospital Operational Education and Strategies (HOPES)" Program is to analyze performance of and assist Iowa Critical Access Hospitals (CAHs) in following best practices in **operations** that lead to **financial** success or improvement.

This program is meant to help all hospitals **identify opportunities for improvement** in various areas of operations, such as:

- Leadership
- Operational efficiency (Process Improvement methodologies)
- Data utilization
- Workforce
- Employee engagement
- Market share
- Care management and coordination
- Service line performance



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HOMETOWN HEALTH
HOPES
Hospital Operations Education & Strategies

Program Need


Question: How do we measure **Operational Performance...**
...and identify opportunities for improvement?

Answer: Data.


Challenges with Data:

1. Capturing, accessing, and organizing data that is **current**
2. Translating and interpreting that data into something **useful** and **actionable**.

One of the overarching goals of the Flex grant program as a whole is that for hospitals to be successful, they need to **understand their data**.



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HOME TOWN HEALTH

HOPES

Hospital Operations Education & Strategies

Program Need

Data that is **useful** and **actionable**.


HomeTown will be utilizing the **Smartsheets** platform to build a financial and operational dashboard to deliver the Flex Needs Assessment Data Reports to participating hospitals in a new, fresh way.

A **Dashboard** that includes:


- Data that matters
- WHY the data matters (built-in references)
- High Level and detailed level views
- Best practices/benchmarks to compare to
- Other CAH data to compare to

Education and Training to support:

- How to identify an opportunity for improvement
- What to do if there is an opportunity for improvement
- The effect of changes on a CAHs cost report/finances



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HOME TOWN HEALTH

HOPES

Hospital Operations Education & Strategies

Program Need

How do we measure **Operational Performance...**
...and identify **opportunities** for improvement?

Flex recommends:

Cost indicators

- Salaries to Net Patient Revenue
- Average Age of Plant
- FTE's per Adjusted Occupied Bed
- Average Salary per FTE

Utilization indicators

- Average Daily Census Swing - SNF Beds
- Average Daily Census - Acute Beds

We'll also take into account:

- Individual service line/ profit center financials
- Utilization statistics by department / payor
- Volume statistics by department (Discharges, ALOS, ADC)
- Case Mix Index
- Cost/Charge Ratios
- *Your feedback, requests, and self-identified opportunities*

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HOMETOWN HEALTH

HOPES

Hospital Operations Education & Strategies

Program Need

Opportunities for Operational Improvement

(Program Year one)

Care Management & Coordination

Swing Bed

Skilled Nursing Facility

Market Share

Process Improvement

Employee Engagement

Workforce and Staffing

Rural Health Clinics & Physician Offices

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HOMETOWN HEALTH

HOPES

Hospital Operations Education & Strategies




Program Schedule: All Hospitals

Note: Topics for training tentative; [subject to revision based on top needs identified or requested in needs assessment/survey.](#)

Date	Time	Offering	Topic
February 27	12:00-1:00pm	Webinar Training	"Improving Operations: Lean Six Sigma"
March 12	12:00-1:00pm	Webinar Training	"Improving Operations: Optimal Workforce & Staffing"
March 19	9:00am-1:30pm	Statewide Workshop Johnston, IA	"Leading a team towards Operational Improvement" For COOs, Department heads, and other hospital leaders, with a discussion included on utilizing data for action and improvement.
April 30	12:00-3:00pm	Virtual Workshop	"Improving Operations: Skilled Nursing Facility/Swing Bed Performance"- workshop online for all participating CAHs for SNF and Swing Bed Coordinators to participate in training
May 13	Halfday/morning	Regional Workshop (South) Johnston, IA	"Improving Operations: Care Management & Coordination" for hospital leadership on top areas of needs according to needs assessment that can be impacted with a focus on improving care coordination.
May 21	12:00-1:00pm	Webinar Training	"Improving Operations: Hospital Market Share"
July 20	Halfday/morning	Regional Workshop (North) Arnold's Park	"Improving Operations: Care Management & Coordination" – (repeat of workshop above for northern IA participants)
August 27	12:00-1:00pm	Webinar Training	"Improving Operations: Employee Engagement"
June 17	12:00-3:00pm	Virtual Workshop	"Improving Operations: Rural Health Clinic & Physician Office Performance"- focused on operational indicators related to RHCs/other clinics


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**HOMETOWN HEALTH**
HOPE'S
Hospital Operations Education & Strategies

Program Need

What this ultimately means....
Identification of service line inefficiencies
Ability to understand the needs within your continuum of care
Improving your market share opportunities
Building communication and collaboration systemically
Aligning system processes to improve quality and gain financial efficiencies**Utilizing....**
Data analysis
Process improvement methodologies
Benchmarking processes

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**HOMETOWN HEALTH**
FIRES


**HOMETOWN HEALTH**
HOPE'S


General Program Information

- Program information, including a posting of this webinar and handouts will be available online at: www.hthu.net/iaflex20
- Share the program with your hospital leaders, and encourage them to get engaged!
- If you would like to request to be a part of the In-depth Assessment for Financial or Operational Improvement (May-August), you can do so on the Registration survey.



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FIRES

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HOPES

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HOPES

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