

Critical Access Hospitals

COLORADO RURAL HEALTH CENTER

November 2011

Dear Hospital CEO:

The Colorado Rural Health Center (CRHC) is the recipient of the Federal HRSA Rural Hospital Flexibility (Flex) Grant (CFDA: 93.241; Grant Award No.: 2 H54RH00056-10-00), which provides federal funds to administer the Critical Access Hospital (CAH) program. CRHC disburses a large portion of these funds via the CAH Capacity Building Award to Colorado CAHs. **For the FY 2011-2012 funding cycle (September 1, 2011 – August 31, 2012), we are excited to be able to offer each Critical Access Hospital \$5,000 in Capacity-Building dollars.** CAH's may use this funding to:

1. **Select programs or services from CRHC's "menu" of programs (see page 3) and/or**
2. **Support your own innovative project or program that will make a sustainable difference in healthcare in the community or region.** If you choose this option, you will have space to provide a brief narrative describing how you plan to use the funds. *CRHC will review your project to ensure it meets the goals of the Flex funding and may ask you to revise your proposal as necessary.*
3. **Support a combination of CRHC's "menu" and your own innovative project.**

Each Critical Access Hospital is automatically eligible for up to \$5,000 in funding. Federal guidelines prohibit the use of these funds for equipment or construction. Prices listed in these guidelines are estimates only and are based on the discounts CRHC has negotiated with consultants. You also have the option of contracting with your own consultant. Any costs in excess of your award amount will be the responsibility of your facility.

To apply, please review these guidelines and then complete the online application available on the CRHC website, <http://www.coruralhealth.org/programs/cah/CAHCBA2011form.php>. The deadline for submitting an application is December 2, 2011.

CRHC will notify your facility within 60 days after the deadline about the status of your funding request. Funding requests for programs and services from CRHC's menu will be coordinated with your facility and paid directly by CRHC. Funds for individual innovative projects will be paid upon receipt of invoices. **The funds must be used by August 31, 2012 on approved activities completed during the funding cycle. An interim progress report will be due in March 2012 and a final progress report with invoices (if applicable) will be due September 15, 2012.** CRHC will notify you of each report prior to the due date.

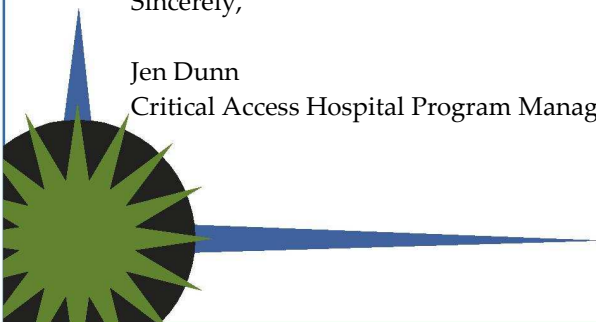
If you have any questions or need additional information, please contact me at jd@coruralhealth.org, (303) 832-7492 or (800) 851-6782.

Sincerely,

Jen Dunn
Critical Access Hospital Program Manager

The State Office of Rural Health

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Critical Access Hospitals

CAPACITY-BUILDING AWARD

Program Menu Options *(Click on the title for full description and estimated costs)*

Quality Improvement Services

- Balanced Scorecard Training/Consultation
- Customized On-site Staff Education and Consultation
- Lean Six Sigma/Baldrige
- Lean Sigma Healthcare Facility Assessment
- Value Added Process Mapping
- Lean Sigma Healthcare Training
- AHRQ Rural Patient Safety Survey Distribution and Consultation

Operational and Financial Improvement Services

- Remote Tech Support Help Desk Solutions
- HIPAA Compliance Gap Analysis
- Compliance Gap Analysis
- HIPAA Security Risk Assessment
- Mock Surveys
- Assistance with 855 Applications
- EHR Physician Advisors Compliance Safety Net
- Milliman or McKesson InterQual Care Guidelines
- CareLearning
- Credentialing
- Revenue Cycle Management
- Outmigration Studies

Health System Development and Community Engagement Services

- Trauma Designation Assistance and Consultation
- Board Training

Additional Funding Ideas

- EMS Service Enhancement
- Community Outreach and Education
- Employee Satisfaction Surveys, HCAHPS
- Network Development
- Staff Development and Education (UpToDate, IHI Programs, AHA Online eLearning, etc.)
- Strategic Development

Critical Access Hospitals

CAPACITY-BUILDING AWARD

Description of Program Menu Options and Estimated Costs

Quality Improvement Services

On-site Balanced Scorecard Training/Consultation **\$1,850***

Includes training and consultation on BSC implementation. On-site training sessions last 2-4 hours. **Travel included up to four hours one-way.*

Customized On-site Staff Education **\$2,850 - \$6,700***

Includes quality on-site training and consultation on quality management and is customized to fit the organization's needs and methodologies. Sessions range from 2-6 hours. Multiple sessions available to allow different staff members to attend. **Some travel costs included, but may increase dependent on number of on-site days.*

Customized On-Site Staff Consultation **\$2,850-\$6,700***

Includes quality on-site consultation on quality management and is customized to fit the organization's needs and methodologies. Sessions range from 2-6 hours. Multiple sessions available to allow different staff members to attend. **Some travel costs included, but may increase dependent on number of on-site days.*

Lean Six Sigma/Baldrige **\$7,700***

Consultation on Lean Six Sigma methods to improve quality and increase performance with a process such as medication administration. Hospitals select process to improve and will have on-site and post-improvement coaching to sustain improvement. **Travel included.*

Lean Sigma Health Care Facility Assessment **\$1725 + Travel**

Reviews the C-Suite level strategy for implementing major process changes such as Meaningful Use, Patient Centered Medical Home, as well as the current process improvement strategy.

Value Added Process Mapping **\$1,725 + Travel**

Extends the concepts of process mapping to Value Stream Mapping whereby inefficiencies, defects, and process waste are made visible.

Lean Sigma Healthcare Single and Dual e-Master Black Belt **Single Project: \$20,125 + Travel** **Dual Project: \$30,475 + Travel**

Either one or two simultaneous projects using Lean Sigma Healthcare concepts including training for project teams and advanced mentoring for team leaders.

Lean Sigma Healthcare Hybrid On-Site/Virtual Single Project e-Master Black Belt **\$10,925 + Travel**

This hybrid service combines the cost savings of a virtual-only services offering with the added project effectiveness that may derive from a small number of on-site visits.

Critical Access Hospitals

CAPACITY-BUILDING AWARD

Lean Sigma Healthcare Online Yellow Belt Training and Certification **\$400 per student**

Stand-alone online Yellow Belt training perfect for executives of motivated managers who want to learn Lean Sigma Healthcare concepts as new ways of thinking about their work as process and the utilization of new tools for the improvement of their facilities.

Lean Sigma Healthcare Online Team Member Training **\$170 per student**

This level of training is provided to train new improvement team members who have not previously participated in any Lean Sigma Healthcare projects. The information in this offering is the pared down version of the training Team Leaders receive in the online Yellow Belt certification course.

Lean Sigma Healthcare Black Belt Training and Certification Track **\$4,600-\$5,750**

The Black Belt training track will include additional online training in advanced statistical and analytical tools and techniques and more advanced training in project management and team facilitation. Black Belt candidates will pursue this track under the guidance of a Master Black Belt and complete a written and practical exam.

Lean Sigma Healthcare Ad Hoc Executive and Team Training Sessions **\$1725/day + Travel**

Training for executives, managers, and team leaders on what Lean Sigma Healthcare is, change management, and leadership's role in make change effective.

Rural Patient Safety Survey Distribution and Data Collection **\$650 fee + \$10.25/employee**

The Agency for Healthcare Research and Quality (AHRQ) developed a patient safety survey tool that has been adapted for rural facilities to gauge patient safety culture by staff type and departments when applicable. This survey distribution and analysis service provides the following benefits:

- An unbiased measurement of employee beliefs and behaviors regarding patient safety;
- Assurance of employee confidentiality as employees use a postage paid envelope to mail surveys for data entry and analysis;
- Ability to identify variations in culture within job titles and work areas within your organization;
- Ability to benchmark findings with hospitals of similar size;
- Assistance for strategic planning to respond to strengths and weaknesses identified in the survey;
- Electronic copies of all reports and graphics to communicate findings to medical staff, employees, and the board of director

Operational and Financial Improvement Services

Remote Tech Support Help Desk Solution **Cost Varies**

Through THE Consortium, you have access to remote help desk assistance to fix any IT malfunction. Support is available 24/7 and is strategically located throughout Colorado so they can be deployed to your facility within a few hours to fix problems.

Critical Access Hospitals

CAPACITY-BUILDING AWARD

HIPAA Compliance Gap Analysis **\$5,500**

Thorough review of current HIPAA privacy and security compliance including a detailed gap report and specific guidance on remediation.

Compliance Gap Analysis **\$8,000**

Review of compliance with federal and state regulations including OSHA, HIPAA, Medicare, and Human Resources regulations. Consultation includes a detailed gap report and recommendations.

HIPAA Security Risk Assessment **\$8,250**

Formal security risk analysis evaluates your facility’s compliance to the HIPAA Security rule, provides a risk gap analysis and remediation recommendation allowing your staff to implement and maintain an ongoing risk management program.

Mock Surveys **\$6,500 - \$7,500**

On-site review of current policies and procedures to ensure Medicare compliance in preparation of state survey. Billing review is available at an additional cost.

Assistance with 855 Applications **\$300**

Direct assistance with the process of submitting 855 applications to the Medicare fiscal intermediary. Includes assistance with filing forms meeting all requirements, and tracking the application.

Executive Health Resources, Inc. Physician Advisors **Cost Varies**

EHR provides hospitals with 7-day-a-week teams of specially-trained, technology-supported Physician Advisors focused on improving hospital clinical compliance and revenue integrity. EHR teams are dedicated to ensuring medical necessity compliance and revenue integrity, and improving reimbursement while optimizing hospital efficiency and increasing quality of care. Available packages are:

Compliance Safety Net: \$1,545/mo	Compliance Ala Carte: Priced Per Case*
3 Physician Advisor Medical Necessity Reviews/month 2 Medical Necessity appeals/quarter (RAC/MAC/MIC or Commercial Payor; up to hearing level appeal) Initial telephonic implementation/education on RAC/MAC/MIC, medical necessity regulations & compliance Participation in quarterly training audio conferences Access to Compliance Library for resources Annual compliance benchmarking from claims data Annual chart review based on benchmarking (5-10 charts) <i>Additional Medical Necessity Reviews/Appeals: \$270/case</i> <i>ALJ/Hearing Level of Appeal (if requested): \$450/case</i>	Physician Advisor Medical Necessity Reviews: \$240/case RAC/MAC/MIC appeals: \$240/case Commercial payer medical necessity appeals: \$240/case ALJ/Hearing Level of appeal: \$450/case <i>Required: Initial telephonic implementation/education on RAC/MAC/MIC, medical necessity regulations, and compliance: \$1500</i> One session for administration, case management, nursing, and ED staff One session for attending staff *Minimum 2 cases/month

Milliman or McKesson InterQual Care Guidelines **Cost Varies**

To prepare for RAC audits and ensure you are providing and documenting the most appropriate, evidenced-based care for your patients, it is recommended that you develop a reliable utilization review program. Milliman Care Guidelines and McKesson InterQual Care Guidelines are two options available.

Critical Access Hospitals

CAPACITY-BUILDING AWARD

CareLearning \$2,500

A nonprofit organization operated by more than 40 state hospital associations and the American Hospital Association, CareLearning is an Internet-based education management solution. Its sole purpose is to develop and deliver a range of just-in-time training and education for healthcare providers.

Credentialing Management Cost Varies (see last page)

Full credentialing services with various options to suit your needs include credentialing of new providers as well as ongoing credentialing services.

Financial Excellence in Revenue Management Cost Varies (see last page)

Expert revenue cycle consultation to streamline billing processes, ensure proper coding and documentation, meet regulatory requirements, avoid RAC audit scrutiny, and maximize revenue streams. Multiple customizable options.

Outmigration Studies Cost Varies

Analysis of the outmigration of patients who bypass the local rural hospital to receive healthcare services when these services were available locally. Using a statistical approach that provides information about inpatient and outpatient utilization and outmigration, these reports are essential for strategic planning. This information can specifically assist in understanding physician referral patterns, patient preferences, payer influences on patient choice, equipment needs and facility planning. Key informant interviews may be performed, which add relevant information about patient perceptions of local care, identify barriers in obtaining care locally, and offer insight from both internal and external stakeholders.

Outmigration Study using 2010 Data: \$7,500

Outmigration Study using 2010 Data and Key Informant Interview Analysis: \$10,000

Outmigration Study using 2010 and previous years' data are also available using comparative analysis and trending information: Fee to be determined

Health System Development and Community Engagement Services

Trauma Designation Assistance and Consultation \$1,200 - \$9,000

Consultation from expert trauma coordinators to develop a new program or enhance/maintain a current program. Customized consultation can include a financial feasibility review and developing or reviewing policies and procedures to meet regulatory requirements.

Board Training \$4,000*

Mastering the Board Game teaches board members the distinction between governance and management, and how to create maximum benefit/achievement of purpose by empowering staff with systemic accountability. Participants will learn the importance of and how to define roles and responsibilities, determine direction with a long-term perspective, fulfill all legal/fiduciary responsibilities, and more. Customized trainings are available to present results of Board Assessment of Structural Effectiveness™ Survey, and evaluate current hospital bylaws, organizational chart, strategic plan, budget summary, governing policies, and board agendas/minutes. **Does not include travel.*

Critical Access Hospitals

CAPACITY-BUILDING AWARD

Quality Improvement and Patient Safety Services	Estimated Cost
On-Site Scorecard Training/Consultation	\$1,850 (travel included up to 4 hours one-way)
Customized On-Site Staff Education and Consultation	
One-day training	\$2,850 (some travel included)
Three-day training	\$6,700 (some travel included)
Lean Six Sigma/Baldrige	\$7,700 (travel included)
Lean Sigma Healthcare Facility Assessment	\$1,725 + Travel
Value Added Process Mapping	\$1,725+ Travel
Lean Sigma Healthcare e-Master Black Belt	
Single Project	\$20,125+Travel
Dual Project	\$30,475+Travel
Lean Sigma Healthcare Hybrid Onsite/Virtual eMaster Black Belt	\$10,925+Travel
Lean Sigma Healthcare Online Yellow Belt Training	\$400 per student
Lean Sigma Healthcare Online Team Member Training	\$170 per student
Lean Sigma Healthcare Black Belt Training and Certification Track	\$4,600-\$5,750
Lean Sigma Healthcare Ad Hoc Executive and Team Training Sessions	\$1,725/day + Travel
AHRQ Rural Patient Safety Survey Distribution and Data Collection	\$650 fixed fee plus \$10.25 per EE surveyed
Operational and Financial Improvement Services	
Remote Tech Support Help Desk Solutions	Price Varies – indicate amount to allocate
HIPAA Compliance Gap Analysis	\$5,500
Compliance Gap Analysis	\$8,000
HIPAA Security Risk Assessment	\$8,250
Mack Survey – On-site	\$6,500
Plus billing review	\$1,000
Assistance with 855 Applications	\$300
EHR Physician Advisors Compliance Safety Net	\$1545/mo
Compliance A La Carte	\$1,500 plus \$240-\$450/case (min 2 cases/mo)
Milliman or McKesson InterQual Guidelines	Price Varies – indicate amount to allocate
CareLearning	\$2,500
Credentialing	
Ongoing Credentialing Management (Health Plans and Hospitals, CAQH, etc.)	\$450 set up fee and \$100/ month (per provider)
New Provider Credentialing Management (Health Plans and Hospitals, CAQH, etc.)	\$4,500 per provider/4 months (\$1,125/month)
Financial Excellence in Revenue Management (FERM)	
Per diem on-site coding, billing, and accounts receivable training	\$2,000/day/person + travel
Unlimited off-site coding, billing, and accounts receivable assistance, with one site per month	\$3,500/month
On-site Billing Office Assessment	\$2,500/day/person + travel
Hourly off-site coding, billing, and accounts receivable assistance	\$155/hour
Off-site coding "catch-up" assistance	\$60/hour
Off-site provider coding audits, with 15 evaluation & management notes per provider	\$400/provider
Plus on-site provider coding training and evaluation & management audit delivery	\$155/hour +travel
On-site provider coding training	\$155/hour + travel
Educational booklet preparation and printing	\$25/booklet
Managed care contracting negotiation and contract review	\$750 set up fee plus \$155/hour + travel
Outmigration Studies – using 2010 data	\$7,500
Outmigration Study using 2010 data and Key Informant Interview/Analysis	\$10,000
Outmigration Study using 2010 data and prior years' data	Price Varies – indicate amount to allocate
Health Network Development and Community Engagement Services	
Trauma Designation Assistance and Consultation	
Assistance with development of a new trauma program	\$9,000
Review of current policies & procedures on-site	\$1,850
Review of current policies & procedures off-site	\$1,200
Board Training –On-site Presentation	\$4,000 + travel
Additional Funding Options	
You may apply for up to \$5,000 to support an innovative project or program.	Indicate amount your facility is requesting.

Federal guidelines prohibit the use of these funds for equipment or construction. Apply online at <http://www.coruralhealth.org/programs/cah/CAHCBA2011form.php> by December 2, 2011.