

Rural Health Network Development Evaluation Planning Workshop

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Monday, May 6, 2024
9:00 a.m. – 3:00 p.m.



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Land Acknowledgement

We acknowledge and pay tribute to the original inhabitants of this land including the Choctaw, Houma, Chitimacha, Biloxi, and other Native peoples. The city of New Orleans is a continuation of an indigenous trade hub on the Mississippi River, known for thousands of years as Bulbancha. Native peoples have lived on this land since time immemorial, and the resilient voices of Native Americans remain an inseparable part of the local culture. With gratitude and honor, we acknowledge the indigenous nations that have lived and continue to thrive here.

Adapted from Tulane University's Abbreviated Land Acknowledgement: [Tulane Land Acknowledgement | Tulane](#)

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Speakers



Carrie Howard, MA CPHQ CPPS
Program Manager, Stratis Health



Sarah Brinkman, MA MBA CPHQ
Program Manager, Stratis Health

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Stratis Health

- Independent, nonprofit organization founded in 1971
- Work at the intersection of research, policy, and practice
- Lead collaboration and innovation in health care quality, safety, and equity
- Design and implement improvement initiatives across the continuum of care
- Organizational priorities include:
 - Improving health outcomes and reducing disparities in rural communities
 - Addressing the opioid crisis through stewardship and medications for opioid use disorder (MOUD) training and education
 - Working with community and national partners to advance health equity by understanding structural inequities such as racism, ageism, sexism, and xenophobia

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Agenda

- Evaluation Purpose
- Logic Models
- Evaluation Questions
- Data Collection and Analysis Plan
- Communications and Dissemination Plan
- Evaluation Work Plan
- Data Dashboard
- Work Session
- Wrap Up and Next Steps

Quality Improvement (QI) Basics Course

- Series of 25 recorded modules – 15 minutes or less
- Slides, transcripts, and editable tools
- Topics include:
 - Introduction to QI
 - Team Concepts & Communication
 - Organizational Culture & Change Management
 - QI Processes
 - Data to Support QI



<https://stratishealth.org/toolkit/quality-improvement-basics>

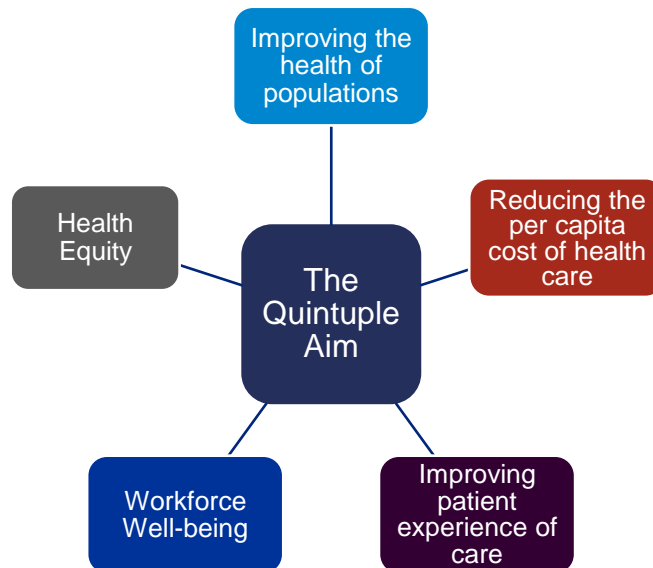
Evaluation Purpose

Overview to include

- Brief description of network
- Brief description of program and primary strategies
 - Evidence-based models/promising practices
 - Stage of development of the program
- Overview of need for the project
- Goals of evaluation (beyond grant requirement)

Potential Goals of Evaluation

- Monitor and improve program activities
- Accountability for funding
- Gain new knowledge or insights about implemented strategies
- Demonstrate program impact to the community



The Value Equation

$$Value = \frac{(Quality + Experience)}{Cost}$$

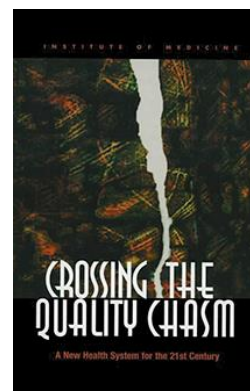
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Health Care Quality Defined

- “The degree to which health care services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.”
- Six dimensions of health care *quality*
 - Safe
 - Timely
 - Effective
 - Efficient
 - Equitable
 - Patient-centered



Crossing the Quality Chasm: A New Health System for the 21st Century | The National Academies Press



There is no quality without equity.

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Self-Reflection

- What are your evaluation goals?
- What story do you want to be able to tell and why?
- What do you want to understand and how will that knowledge be useful?

Logic Model

What is a logic model?

A graphic depiction that shows the connection between the different components of a program including the problem(s) or need(s) the program or project is trying to address, the activities planned and implemented, and the known and anticipated impacts of the program.



What is your team doing and why?

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Hierarchy of Actions

- To develop effective and sustainable, the team needs to consider where their actions fall in the hierarchy of strong, intermediate, or weak actions
 - **Strong:** change or redesign the process and/or system; require less reliance on humans to remember to do things correctly (e.g. simplify a process, change/remodel the environment, standardize equipment or processes, etc.)
 - **Intermediate:** some process or system changes but underlying processes remain unchanged (e.g. increase staffing, use checklists or cognitive aids, add redundancies, etc.)
 - **Weak:** no changes made to process or system; attempt to enhance or reinforce existing process (e.g. update a policy, provide training, remind people of the desired processes, add warning labels or alarms, etc.)

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What if we're overwhelmed?

- Consider using a prioritization tool
 - Sorts or ranks a diverse set of opportunities or ideas into an order of importance based on a set of criteria
 - Quantifies decision
 - Helps manage emotion
 - Creates a future reference if needed
 - Adaptable
 - Creates a platform for discussion

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Creating a Prioritization Matrix

Score each area in the following columns based on a rating system of 1 to 5 as described below:

	1 = very low	2 = low	3 = medium	4 = high	5 = very high
Problem or opportunity to address	Prevalance <i>The frequency at which this occurs</i>	Risk <i>The level of risk to well-being this poses to our patients</i>	Cost <i>The cost incurred each time this occurs</i>	Actionable/ Feasible <i>Our ability to improve given current resources</i>	Total
1 (Opportunity)	List criteria developed by the group that will be used to evaluate across the remaining columns.				
2 (Opportunity)					
3 (Opportunity)					
4 (Opportunity)					
5 (Opportunity)					



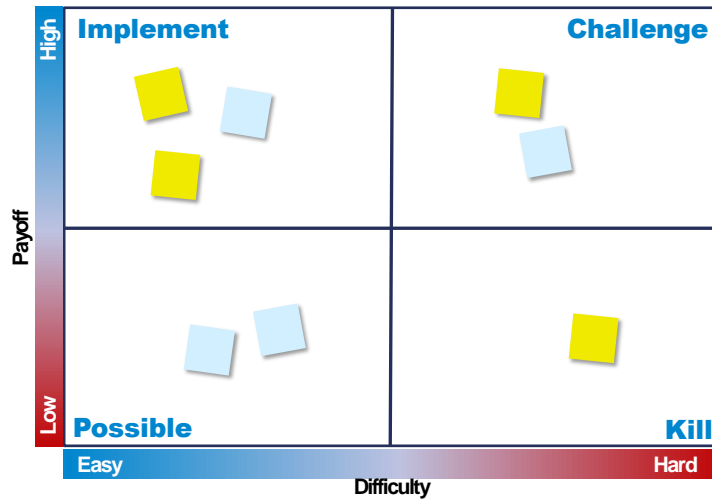
Download a template:

<https://stratishealth.sharepoint.com/rqita/qibc/Prioritization%20Matrix%20Template.docx?web=1>

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PICK Chart



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Evaluation Questions

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Evaluation Questions

- What does our project team want to know?
- What would other people want to know?
 - Funders
 - Organizational leaders and board members
 - Staff
 - Patients and the community

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Program/Project Evaluation Needs Both:

Process Measures

- Focused on implementation
- Progress milestones
- Monitored more frequently
- Real-time evaluation
- Direct association between activities and measures

Outcome Measures

- Focused on impact
- Final results
- Monitored less frequently
- Lagging evaluation
- Likely impacted by many contributing factors

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SMARTIE Goals

Specific

What exactly do you want to achieve?

Measurable

How will you know you have achieved it? What is the measure you will use, what is the current data for that measure, how do you want it to change?

Attainable

Is it possible to achieve? Based on best practice, average or benchmark? Too low (not challenging)? Too high (unreasonable)?

Relevant

Addresses an important business problem, aligned with strategic plans

Time-Bound

Includes a target date for achieving the goal

Inclusive

Who is impacted and involved?

Equitable

How will it address inequities?

Data Collection & Analysis Plans

Measures & Data Tracking Tool

- Excel-based Tool
 - PIMS Measure Plan
 - Narrative Stories
 - Measure Plan
 - Clinical Measure Data Tracking
 - Program Specific Measure Data Tracking
 - Dashboard
- Handbook
- Recorded Demo



Rural Health Network Development Program Measures and Data Tracking Tool (with Dashboard)

Introduction and how to use this tool:

This tool was designed to support Rural Health Network Development Program (RHND) grantees as they plan for data collection and track measures required as part of the grant and those that are network- and program-specific. The tool is designed to support data collection to complete the grant program's required annual Performance Improvement Measurement System (PIMS) reporting. It may be customized to include grantee-designed measures as well.

While use of this tool itself is not required, it is a valuable resource. It can be used to track the required PIMS data for annual reporting to FORHP and design, capture, and report the grantee-selected measures for the required RHND data dashboard deliverable. Each tab is described below and aligns with guidance provided in the Draft RHND PIMS Measures document available here:

<https://ruralhealthlink.org/rural-health-network-development/>

To cycle through the various tabs, use the small horizontal arrows located in the tool's bottom left-hand corner. Some tabs also have hyperlinks to navigate to related tabs and/or resources.

Throughout this tool, any cells that are the shade of yellow to the right can and should be updated.

If you have questions regarding this tool, please refer to the companion video tutorial and/or reach out to your technical assistance provider.

To get started, enter your grantee name in the yellow box below:

Data Collection Plan

- **What** measures will be used to assess the evaluation plan?
- **Where** will the data come from and be stored?
- **Who** will collect the data?
- **When** will data be collected?
- **When** will the data be analyzed/utilized?

Data Analysis Plan

- **How** will data be analyzed?

Valid and Reliable

- Data must be valid – accurately measuring what is intended
- Data must be reliable – achieving consistent results even when measured multiple times or by different people



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Quantitative Data

- Involves the use of numbers expressed in measurable units
- Objective and produced through processes that are verifiable, replicable, and not subject to interpretation

Examples in a health care setting include:

- Finding the average of a specific laboratory value
- Calculating the frequencies of timely access to care
- Calculating the percentages of patients that receive an appropriate health screening

Source: <https://www.hrsa.gov/sites/default/files/quality/toolbox/508pdfs/qualityimprovement.pdf>

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Qualitative Data

- Qualitative methods collect data with descriptive characteristics and can be categorical
- Qualitative data is observable but not measurable

Common strategies for collecting qualitative data in a health care setting are:

- Patient and staff satisfaction surveys
- Focus group discussions
- Independent observations
- Race, ethnicity, language (REL data)

Source: <https://www.hrsa.gov/sites/default/files/quality/toolbox/508pdfs/qualityimprovement.pdf>

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Methods of Data Analysis

- Descriptive
 - Summarizes the data to highlight anomalies, trends, and underlying issues
 - Answers the question: “What happened?”
- Diagnostic
 - Identification of potential root causes
 - Answers the question: “Why did this happen?”
- Inferential and Predictive
 - Makes estimates and tests hypothesis to draw conclusions about causation
 - Addresses the questions: “How did this happen?” and “How can we impact this data to meet our goals?”

correlation ≠ causation

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Describing Your Data

Summary Statistics

- Mean: average of all numbers (15.2)
- Median: middle value (50% of data is above and 50% is below the median) (8)
- Mode: value that occurs most frequently (none)
- Range: difference between highest and lowest value (Max-Min=Range) (47)

**Example Data Points:
3, 5, 8, 10, and 50**

Diagnostic Analysis

Identifying Trends and Anomalies

- Making comparisons across groups, categories, or benchmarks
- Evaluating how data changes over time

Stratification

- Arranging or classifying data into smaller groups, or “strata” to identify interactions and relationships within the data

Identify and Examine KPIs and Relationships

- Examine relationships between factors, seek out possible patterns and correlations that point to potential causes
- Identify variables that could be essential in driving the performance of your data goals (key performance indicators - KPIs)
- If you already have established KPIs, examine their relationship to different factors and their interaction with desired outcomes

Stratification

- Enables you to look at:
 - Time of day
 - Day of week
 - Site of care
 - Care providers
 - Procedures
 - Patient characteristics



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Communications & Dissemination Plan

Communication Plan

- Regular communication with all partners and people impacted throughout the project
 - Engages colleagues and partners during all phases of the project
 - Sets expectations

Components of a Communication Plan

Key Message	To Whom	From Whom	Medium	When
<message to be delivered>	<to whom message is to be delivered>	<from whom message is to be delivered>	<how message will be delivered>	<when message will be delivered>



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Dissemination Plan

- When the project is complete, how will we share our results?
- For different reasons and audiences:
 - Further implementation: Who/what is expected to change and by when?
 - Informational: Who might be interested in hearing about this work?
 - Marketing/recruitment: Who might be interested in joining in this or other work in the future?



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Evaluation Work Plan

Evaluation Work Plan

Intervention/Strategy: <i>Provide training to primary care/pediatric workforce on child social-emotional screening and assessment tools</i>							
P/O	Evaluation Questions <i>What do we want to know about the program?</i>	Indicator(s) <i>How will we measure it?</i>	Data Source/ Instrument <i>What existing source or tool do we need to obtain the data?</i>	Methods <i>How will we gather that data?</i>	Target Population <i>Who will we question?</i>	Timeline <i>When will we collect the data?</i>	Individual(s) responsible <i>Who is the lead?</i>
P	<i>How many pediatricians and primary care providers were trained?</i>	<i># of pediatricians and primary care providers trained on standardized S/E screening tools</i>	<i>registration sign-in sheets</i>	<i>Record numbers from online registration systems and/or sign-in sheets at training locations</i>		<i>Every other month after each of the 6 annual trainings</i>	<i>Trainer, Project Coordinator</i>
O	<i>Do providers have a greater understanding of screening and assessment tools as a result of the training?</i>	<i>Increased knowledge/understanding of screening/assessment tools</i>	<i>Pre-post training survey</i>	<i>Trainers administer surveys before and after each training</i>	<i>Pediatricians, primary care providers</i>	<i>Every other month before and after each of the 6 annual trainings</i>	<i>Trainer, Project Coordinator</i>

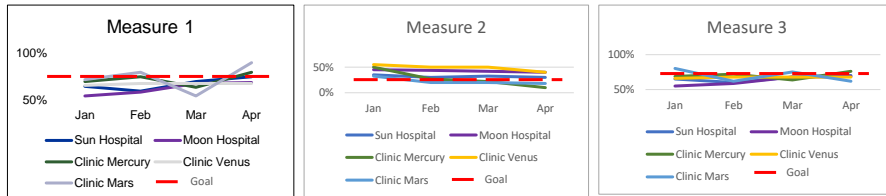
*In the first column, indicate whether each question is a process (P) or outcome (O) question

Dashboard

Selecting Key Performance Indicators

- What are your evaluation goals?
 - Monitor and improve program activities
 - Accountability for funding
 - Gain new knowledge or insights about implemented strategies
 - Demonstrate program impact to the community
- Of the measures you are tracking, which are the best indicators of progress towards meeting your goals?
 - You will monitor all of your measures, but your dashboard should be limited to a manageable number

Quality Data Dashboard



Measure	Desired goal	Desired Trend	Baseline Performance	Current Performance	Current Trend
✓ Measure 1	75%		58%	86%	
✗ Measure 2	25%		35%	30%	
✗ Measure 3	75%		67%	65%	

Useful When:

- You want to present high-level summaries of data in a snapshot
- You want to tell a big picture story to various stakeholders
- You want to monitor and/or analyze large amounts of data quickly
- You want to engage stakeholders and partners into interacting with and impacting your data goals

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Use the Data!

- A dashboard is meant to be actively used
- Inform programmatic activities
- Communicate with partners, leaders, funders (and potential funders)

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Work Session

Wrap Up and Next Steps

Debrief

- What questions do you have?
- What are you leaving feeling good about?
- What is a tangible to-do you are committing to within the next week related to your evaluation plan?

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THANK YOU!

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