HRSA
Health Resources & Services Administration

Advancing Health Center Excellence

Stakeholder Webinar

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Vision: Healthy Communities, Healthy People

Purpose

Provide an update and receive stakeholder feedback on the Advancing Health Center Excellence framework.

Outline

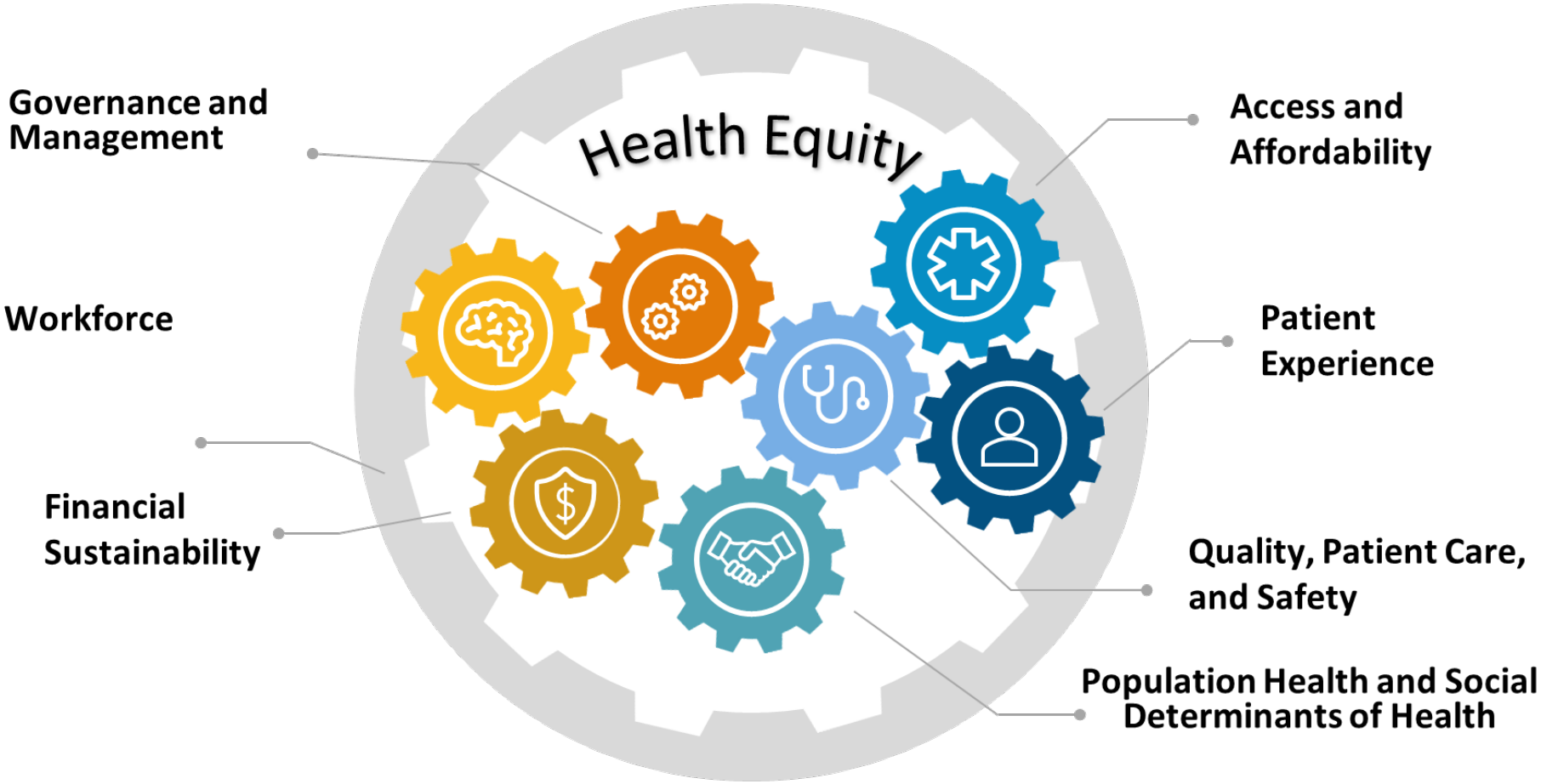
- Introduction and Background
- Domain Summaries
  - Governance and Management
  - Workforce
  - Financial Sustainability
  - Quality, Patient Care, and Safety
  - Patient Experience
  - Access and Affordability
  - Population Health and Social Determinants of Health
- Closing
- Questions

Introduction and Background

Advancing Health Center Excellence

- Advancing Health Center Excellence is a framework aimed at advancing health center maturity and innovation in seven key domain areas which align with HRSA's mission
- Applying the Advancing Health Center Excellence framework could enable health centers to:
  - Self-assess their current state of performance across the seven domains;
  - Identify a desired future state of performance;
  - Identify data-driven and evidence-based capabilities, activities, behaviors, and resources needed to reach and sustain a higher level of domain performance.

Advancing Health Center Excellence Domains



HRSA Health Center Program

Domains and Performance Expectations

Governance and Management

- Governance
- Leadership
- Management

Workforce

- Strategic Workforce Management
- Recruitment
- Employee Development
- Employee Engagement
- Retention

Financial Sustainability

- Liquidity
- Solvency
- Sufficient Profitability
- Financial Agility

Access and Affordability

- Comprehensive and Timely Services
- Affordability
- Enabling Services
- Community Outreach

Patient Experience

- Patient Activation and Engagement.
- Partnership with Families and Caregivers
- Building Trusting Relationships
- Patient-Centered Care Coordination

Quality, Patient Care, and Safety

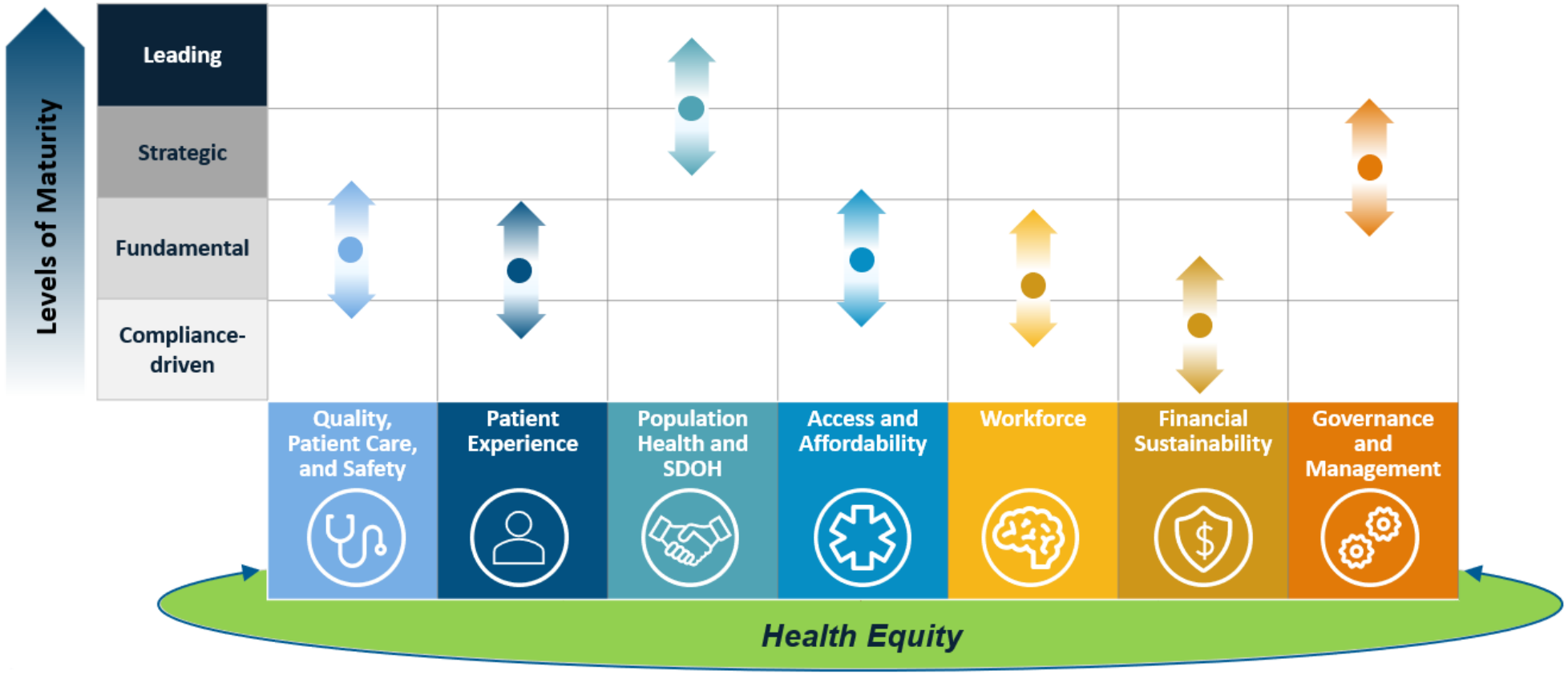
- Clinical Effectiveness
- Continuity of Care
- Safety
- Equity

Population Health and Social Determinants of Health

- Population Needs Assessment and Management
- Community Needs and Resource Mapping
- Resource Allocation
- Community Partnerships and Collaborations
- Track and Close Social Service Referral Loops

Advancing Health Center Excellence Framework

A health center can achieve various level of maturity across domains, with the ability to move up and down



Levels of Maturity

Leading	Health center employs leading practices in the domain, fully integrating the domain area strategy into the health center strategy.
Strategic	Domain area proactively managed and strategy is fully defined and aligned with the health center strategy.
Fundamental	Domain area tactically managed and strategy is partially or fully defined. Foundational activities of the domain strategy are implemented.
Compliance-driven	Health center is compliant with all relevant program requirements to the domain area.

Governance and Management

Definition and Performance Expectations

Definition and Performance Expectation Areas

Definition

The health center implements **effective governance, leadership, and management** that continuously promotes operational excellence to support delivery of high-quality, cost-efficient, patient-centered care to the community. Leadership and management of a health center is a shared responsibility carried out by the health center board and key management staff.

Performance expectation areas that illustrate the priorities for Governance and Management are:

- Governance
- Leadership
- Management

Relevant Health Center Program Compliance Manual Chapters:
1, 3, 4, 9, 12, 17, 18 & 21

Performance Expectation Descriptions

Governance:

- The board provides oversight and strategic direction as the needs of the organization and service area evolve and as opportunities emerge
- The board promotes a culture of quality improvement and encourages capacity-building to strengthen governance performance
- The board recognizes its key role in actualizing patient-centered care for the health center service area through leveraging patient-majority members' expertise

Leadership:

- Promotes innovation and a community-minded approach in addressing the health needs of its patients and service area
- Guides development and implementation of the health center's strategic plan
- Continuously works to ensure operations are compliant, cohesive and function optimally

Performance Expectation Descriptions (continued)

Management:

- Management uses a holistic approach to maximize operational efficiency and excellence through performance accountability, policy development, enforcement, and risk management

Poll: Definition and Performance Expectation Areas

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HRSA Health Center Program

Workforce

Definition and Performance Expectations

Definition and Performance Expectation Areas

Definition

The health center recruits, develops, engages, and retains the appropriate staffing mix of qualified providers and staff needed to provide safe and culturally affirming care to its patient population.

Performance expectation areas that illustrate the priorities for Workforce are:

- Strategic workforce management
- Recruitment
- Employee development
- Employee engagement
- Retention

Relevant Health Center Program Compliance Manual Chapters:
5 and 11

Performance Expectation Descriptions

Strategic workforce management:

- Maintain comprehensive plans for employee recruitment, development, engagement, and retention
- Integrate requirements for a culturally affirming staff that drives effective and efficient health center operations, and informed and equitable actions

Recruitment:

- Engage in activities that bolster ability to fill vacancies with qualified staff in a timely manner
- Participate in programs that support staff recruitment and retention of staff that reflect the community they serve

Employee development:

- Conduct effective talent development and training programs for staff at all levels
- Evaluate the programs' alignment to organizational objectives

Performance Expectation Descriptions (continued)

Employee engagement:

- Conduct employee engagement surveys to identify staff needs in the areas of professional fulfillment, burnout, productivity, stress, well-being, diversity, and inclusion
- Respond to feedback from survey results and evaluate their effectiveness in addressing opportunities for improvement and providing a healthy work environment

Retention

- Monitor the ability to retain staff and leadership to support a stable operational environment and diverse workforce
- Utilize effective tools for retaining high performing staff, including equitable compensation and benefits, professional development opportunities, employee engagement, open communication, positive leadership, team support, and formal recognition

Poll: Definition and Performance Expectation Areas

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Financial Sustainability

Definition and Performance Expectations

Definition and Performance Expectation Areas

Definition

The health center has fiscally sound accounting, revenue cycle, and financial management and planning policies and practices. It seeks to optimally manage revenue diversity and financial viability while advancing patient outcomes.

Performance expectation areas that illustrate the priorities for Financial Sustainability are:

- Liquidity
- Solvency
- Sufficient Profitability
- Financial Agility

Relevant Health Center Program Compliance Manual Chapters: 2, 4, 5, 7, 12, & 14

Performance Expectation Descriptions

Liquidity:

- Maintain sufficient cash and liquidity to meet its current expenses
- Current liabilities can be paid with the current assets on hand
- Ability to convert their current assets to cash

Solvency:

- Meet long-term obligations, build reserves, and continue to run their current operations long into the future
- Ability to pay debts as they become due

Performance Expectation Descriptions (continued)

Sufficient Profitability:

- Maintain sufficient profitability to support, maintain, and enhance operations of programs and services
- Ability to generate income needed to sustain current operations and to support both short-term and long-term growth

Financial Agility:

- Strategically manage healthcare operations and community services while diversifying year-over-year revenue such that centers can respond to turbulent events
- Document the source of the revenue (e.g., patients, grants, contracts) to help determine which revenue they are most and least dependent on

Poll: Definition and Performance Expectation Areas

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Quality, Patient Care, and Safety

Definition, Performance Expectations, and Maturity Model

Definition and Performance Expectation Areas

Definition

The health center provides safe, effective, appropriate, timely, and equitable health care services to patients to increase the likelihood of desired health outcomes.

Performance expectation areas that illustrate the priorities for Quality, Patient Care, and Safety are:

- Clinical Effectiveness
- Continuity of Care
- Safety
- Equity

Relevant Health Center Program Compliance Manual Chapters:
8 and 10

Performance Expectation Descriptions

Clinical Effectiveness:

- Ensure patients receive high-quality services tailored to their needs and values
- Collect data on structural, process, and outcome measures most meaningful to patients

Continuity of Care:

- Ensure patients receive seamless care within health centers and across healthcare providers
- Establish effective communication tools and protocols, referral processes, and electronic exchange of patient health record information

Performance Expectation Descriptions (continued)

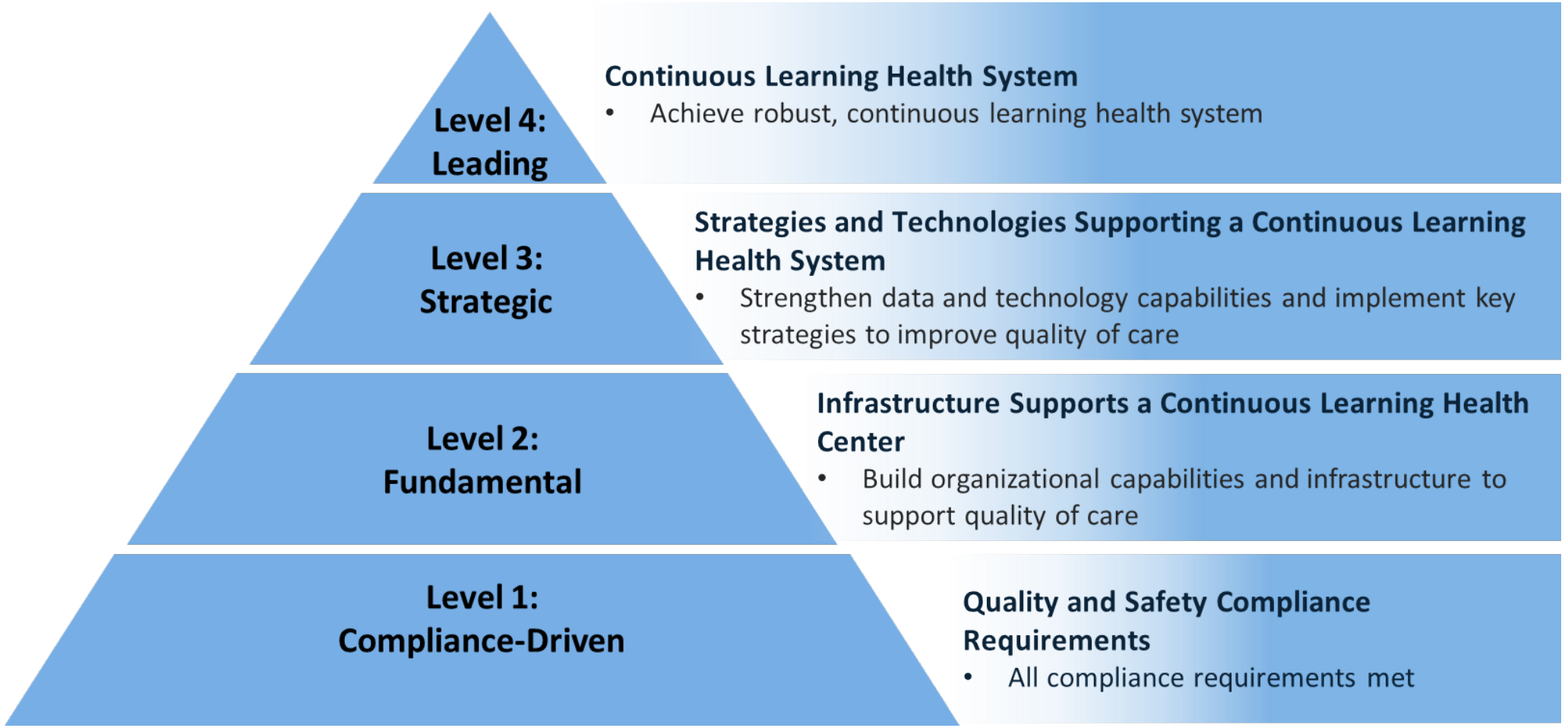
Safety:

- Create a culture of safety to proactively identify and address safety issues and transparently share information, metrics, and action plans for improvement

Equity:

- Ensure that members of their diverse population, including minority and underserved patients, all receive high-quality, safe, and effective care
- Develop and implement strategies to identify and address disparities and inequities in care delivery and health outcomes

Maturity Model



Poll: Definition and Performance Expectation Areas

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Relevant Health Center Program Compliance Manual Chapters:
8 and 10

Patient Experience

Definition and Performance Expectations

Definition and Performance Expectation Areas

Definition

The health center provides care that is respectful of, and responsive to, individual patient preferences, culture, needs and values, and ensures that patient values guide all clinical decisions. The health center coordinates equity-oriented, patient-centered care and provides information and education to encourage patients, families and caregivers to actively engage in their care.

Performance expectation areas that illustrate the priorities for Patient Experience are:

- Patient Activation and Engagement
- Partnership with Families and Caregivers
- Building Trusting Relationships
- Patient-Centered Care Coordination

Relevant Health Center Program Compliance Manual Chapters:
8 and 10

Performance Expectation Descriptions

Patient Activation and Engagement:

- Maximize patient involvement in managing their health and health care across various levels of the healthcare system
- Assist patients to understand their role and ability to participate in the collaborative decision-making process of their individual care plans
- Encourage and support patient participation across the organization
- Listen to patients personalized preferences and are respectful of, and responsive to their patient's needs

Partnership with Families and Caregivers:

- Have systems for engaging patients' family members and caregivers
- Provide opportunities for them to actively co-manage patient's health care, as allowed by healthcare regulations and in alignment with patients' wishes

Performance Expectation Descriptions (continued)

Building Trusting Relationships:

- Treat patients with dignity and compassion, respecting and holistically meeting the patient's health care needs
- The patient community entrusts the health center system with their care and the care of their families

Patient-Centered Care Coordination:

- Strive to reduce system barriers to ensure health services and/or timely appointments are available when the patient wants them
- Respond and communicate with patients and assist them to navigate care
- Integrate and coordinate essential primary health services that are culturally-and linguistically appropriate

Poll: Definition and Performance Expectation Areas

Definition

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Relevant Health Center Program Compliance Manual Chapters:
8 and 10

Access and Affordability

Definition and Performance Expectations

Definition and Performance Expectation Areas

Definition

The health center ensures the availability of comprehensive, affordable, and culturally-and linguistically appropriate, health services in a timely manner.

Performance expectation areas that illustrate the priorities for Access and Affordability are:

- Comprehensive and Timely Services
- Affordability
- Enabling Services
- Community Outreach

Relevant Health Center Program Compliance Manual Chapters:
4, 6, 7, 9, 14 & 16

Performance Expectation Descriptions

Comprehensive and Timely Services:

- Provide all patients the right care, at the right time, in the right place
- Partner with neighboring health organizations to provide additional health services
- Optimize systems and remove operational barriers to enable and enhance patient access

Affordability:

- Assist all patients by establishing eligibility for federal, state, and local programs that provide financial support for medical and related services
- Provide needed information to support patients' informed decision making

Performance Expectation Descriptions (continued)

Enabling Services:

- Provide non-clinical services to enhance patient experience and facilitate access to care
- Includes culturally and linguistically appropriate services, transportation, health education, referrals, and case management

Community Outreach:

- Conduct outreach activities to underserved low-income populations in their communities

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Relevant Health Center Program Compliance Manual Chapters:
4, 6, 7, 9, 14 & 16

Population Health and Social Determinants of Health (SDOH)

Definition and Performance Expectations

Definition and Performance Expectation Areas

Definition

The health center provides comprehensive services to address patients' needs and those of the community it serves. It achieves this by understanding the social risk factors and social needs in the community and by collaborating with diverse partners to achieve health equity by addressing key drivers of poor health.

Performance expectation areas that illustrate the priorities for Population Health and SDOH are:

- Patient Needs Assessment and Management
- Community Needs and Resource Mapping
- Resource Allocation
- Community Partnerships and Collaborations
- Track and Close Social Service Referral Loops

Relevant Health Center Program Compliance Manual Chapters:
3, 4, & 14

Performance Expectation Descriptions

Population Needs Assessment and Management:

- Systematically collect data on social risk factors and other barriers that influence patients' health outcomes and receipt of health care
- Analyze and use the data to risk stratify their patient population for case management
- Identify gaps in available resources needed to facilitate receipt of health care services

Community Needs and Resource Mapping:

- Conduct a needs assessment and use it to understand the needs, strengths, opportunities, and priorities of their community
- Use the information to understand the leading causes of morbidity and mortality and the dominant social risk factors influencing these causes for their community

Performance Expectation Descriptions (continued)

Resource Allocation:

- Allocate resources by enacting the right mix of enabling, outreach, and other services to address needs of their patient population and community
- Align healthcare and social services offered with the needs of the patient population and community

Community Partnerships and Collaborations:

- Develop multisectoral partnerships to offer social services
- Have a system for cataloguing social services available to their patients and the community
- Engage in collaborations to improve social and economic conditions at the community level to improve health equity

Track and Close Social Service Referral Loops:

- Periodically review the availability of social services offered to their patients and community members to identify gaps in services
- Close the referral loop by reviewing the outcomes of social service referrals
- Use aggregate referral outcomes data to conduct targeted outreach to at-risk and underserved patients and community members

Poll: Definition and Performance Expectation Areas

Definition

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Relevant Health Center Program Compliance Manual Chapters:
3, 4, & 14

Next Steps

- Develop maturity models for each domain
- Integrate activities across the levels of maturity
- Identify opportunities to integrate the framework into the Health Center Program

Thank You!

Strategic Initiatives Team

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Health Resources and Services Administration (HRSA)

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