



Health Center Performance Improvement: Updated Framework and Toolkit

November 14, 2024

Vision: Healthy Communities, Healthy People



Welcome!

AGENDA

- Introduction
- Overview of the updated Health Center Performance Improvement Toolkit
 - The Guide to Self-Assessment
 - ✓ Updated Framework
 - ✓ Self-Assessment Process
 - ✓ Resources
 - Where to get support
- How TTA Partners can support Health Centers
 - National Center for Equitable Care for Elders (NCECE)
 - Kentucky Primary Care Association
- Question and Answers



Learning Objectives

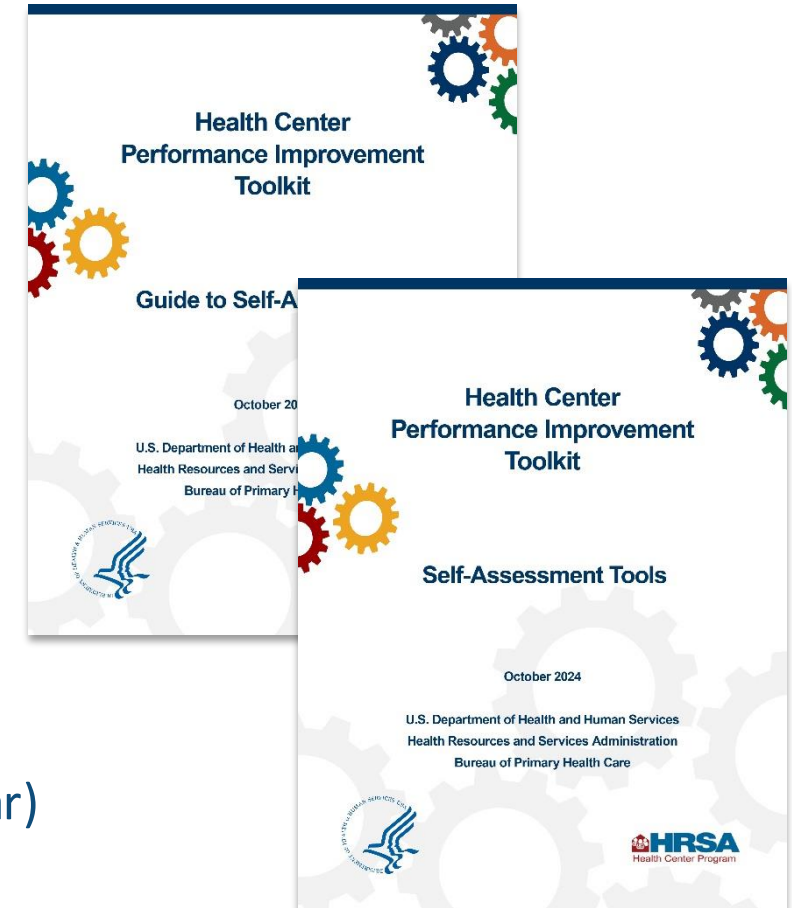
By the end of this webinar, participants should be able to:

- Understand the value of the Health Center Performance Improvement resources for health centers.
- Locate additional resources to help implement activities.
- Locate the Toolkit materials on the HRSA website.



Health Center Performance Improvement Toolkit

- Guide to Self-Assessment
 - ❖ an overview of the Framework, steps in the process, examples, case studies and resources
- Self-Assessment Tools
 - ❖ includes the fillable tool, progress snapshots, and examples
 - ❖ activities per domain
- National Webinar Slides (this webinar)
 - ❖ an overview of the guide and self-assessment tools
- Framework and Guide Frequently Asked Questions (post webinar)



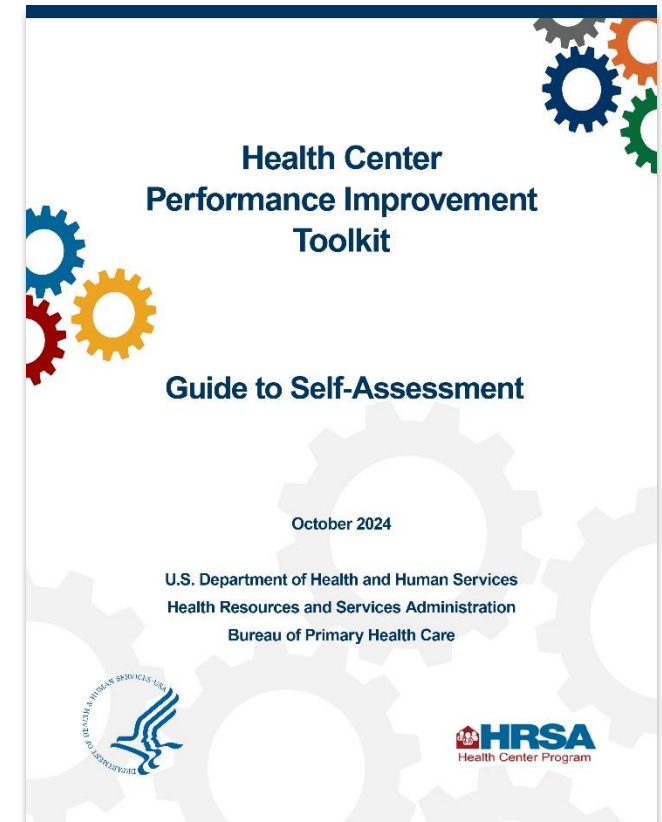


The Guide to Self-Assessment

What's in the Guide?

The guide includes:

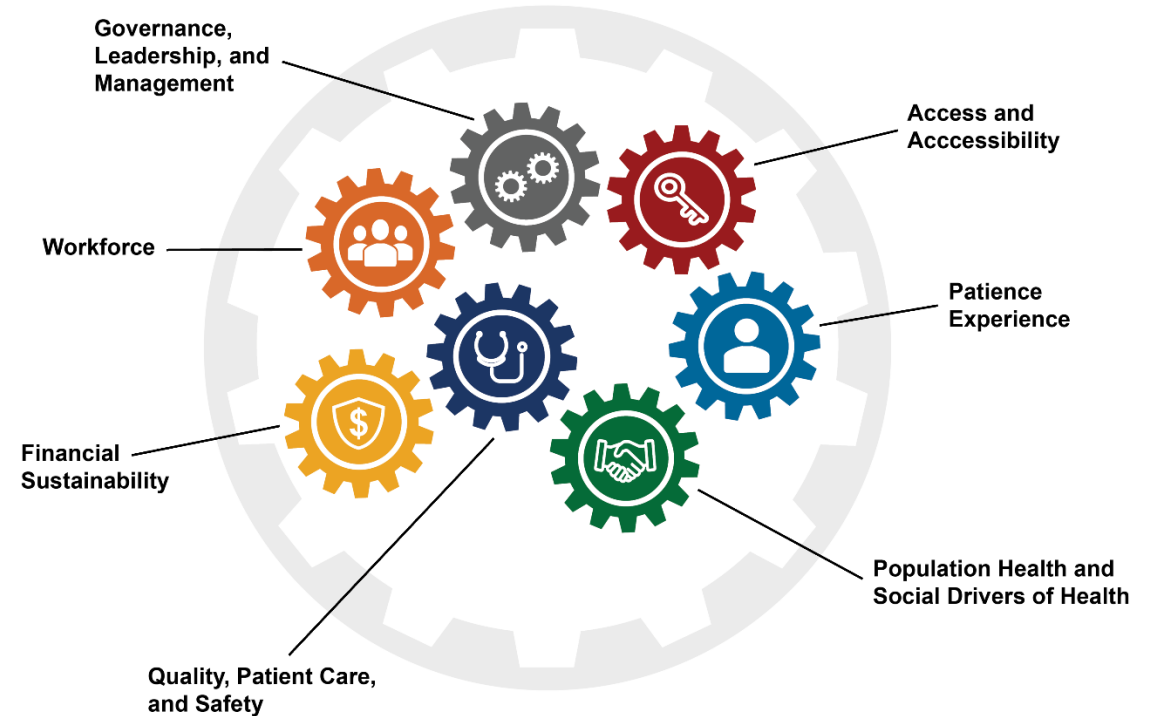
- updated framework
- guidance on the self-assessment process
- examples and sample case studies
- sample resources to guide the implementation of activities



The Framework

The guide includes an updated version of the framework. Enhancements include:

- updated domain definitions with guiding themes
- performance improvement model for each domain



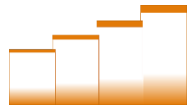
Framework Components

The guide includes an overview of each domain, including:



Domain Definition

Focus and guiding themes, which serve as the vision for the domain.



Performance Improvement Model

An activity-based pathway for improving performance in each domain.



Activities

A list of domain-specific actions. Health centers can assess them to find performance gaps and plan for improvement.

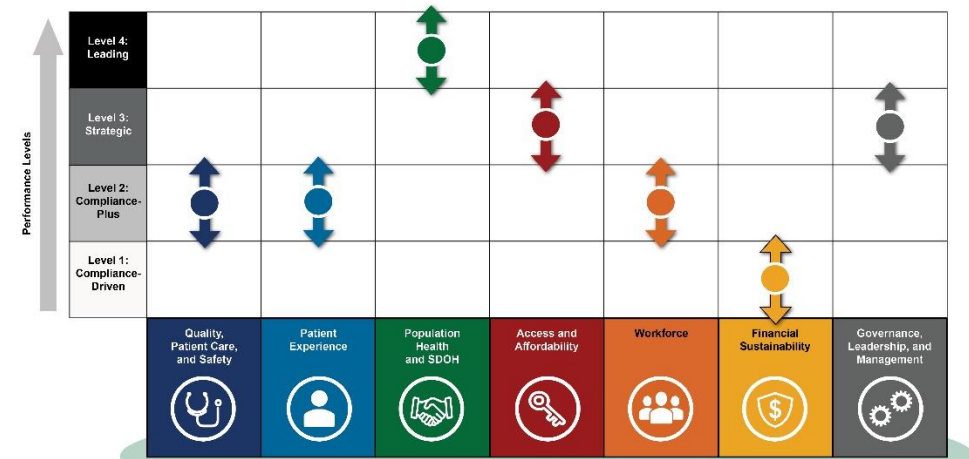


What Is the Guide to Self-Assessment

The *Guide to Self-Assessment and Self-Assessment tools* help health centers to assess their performance in each domain; describe how they want to perform in the future; and identify how to reach and sustain improved performance.

What is the guide to self-assessment?

- The guide explains how to use the Framework by providing
 - ❖ an overview of the Framework with updated domain definitions and improvement models for each domain
 - ❖ self-assessment steps
 - ❖ examples of how to use the Framework
 - ❖ resources for activities



Increase access, improve health outcomes, and reduce health disparities.

- The framework looks at performance for each domain, not for the health center as a whole. A health center may be more advanced in some domains than others.

Why and Who Should Use the Resources

The *resources* support health center innovation and performance improvement.

Why use the guide to self-assessment?

- The results of a self-assessment can help:
 - ❖ guide strategic planning process
 - ❖ enhance quality improvement efforts
 - ❖ prepare for grant applications
 - ❖ inspire boards to innovate

Who should use the guide?

- ❖ health centers that aim to elevate their performance and improve health the underserved populations they serve.
- ❖ health center partners can also use the guide to inform the training and technical assistance they provide.



Conduct Self-Assessment Using the Tools

Self-assessment results allow health centers to set goals, prioritize activities, and improve.

How to conduct a self-assessment?

- Health Centers will choose:
 - ❖ which and how many domains to assess
 - ❖ how much time to devote to the process
 - ❖ how often to do the assessment
 - ❖ how to use the results

How to use results?

- Results allow health centers to:
 - ❖ identify gaps in activities that could help improve performance and mature through the performance levels
 - ❖ used by health centers to set their goals and priorities.



Guide Resources

- Sample resources for each domain can help to guide activities.
- Additional resources focus on health equity, value-based care, and virtual care.
- Consult the [Health Center Resource Clearinghouse](https://www.healthcenterinfo.org/) for additional guidance, documents, webinars, and more.

<https://www.healthcenterinfo.org/>



Guide Examples and Sample Case Studies

Examples and sample case studies:

- Guide readers through the Self-Assessment Process.
- Demonstrate the flexibility in the process by highlighting different approaches.

Health Center A

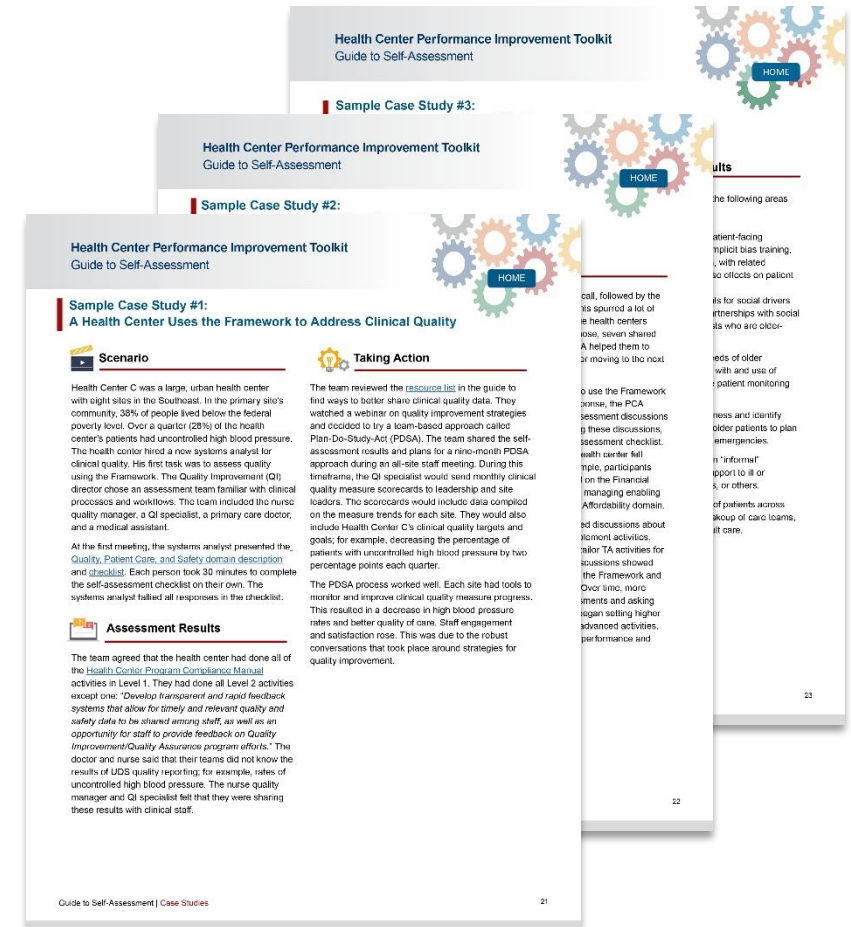
After the team reached consensus on the results, the COO completed the progress snapshot worksheet. The health center achieved Level 1 in all seven domains, with some progress toward Level 2 in each domain. The health center had done more Level 2 activities in the Financial Sustainability domain than in any other domain.

Health Center B

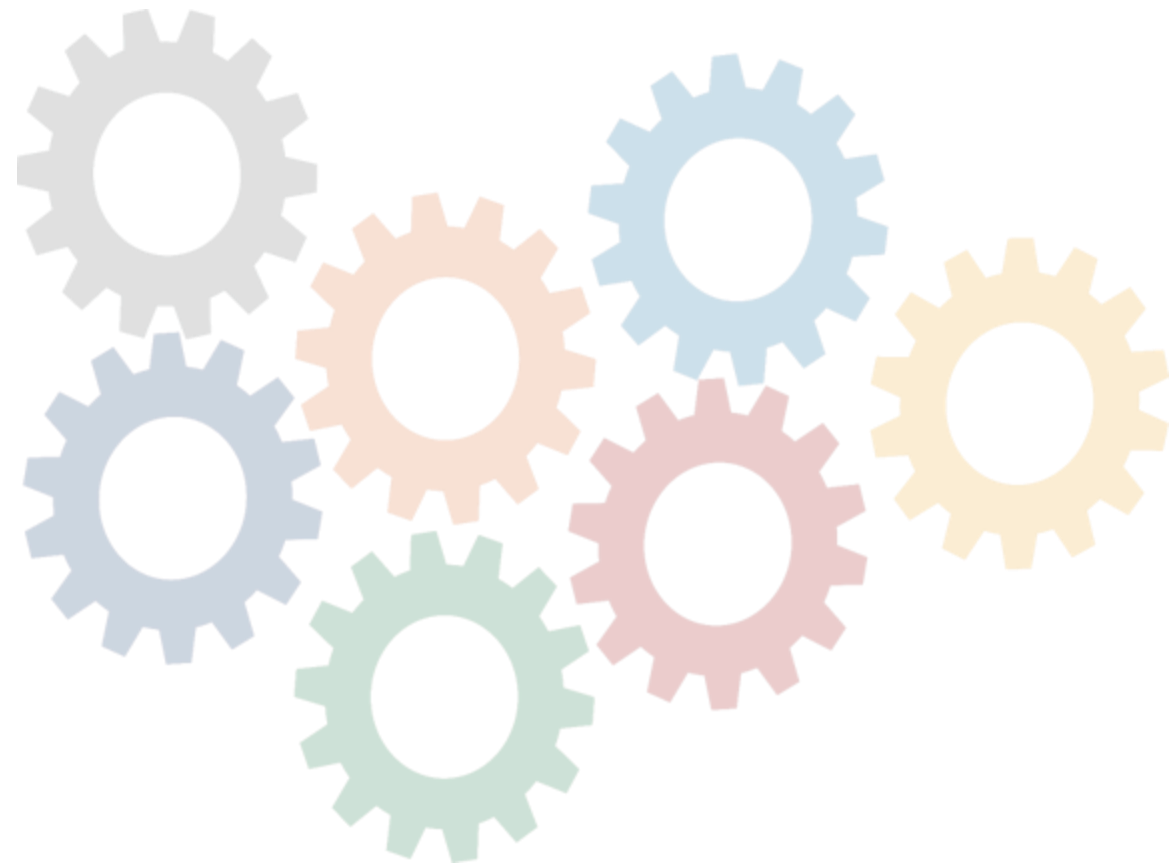
The HR director tallied the following results for the Workforce domain:

- Level 1: All activities complete
- Level 2: All activities complete
- Level 3: 6 of 10 activities complete
- Level 4: 1 of 5 activities complete

These results showed areas for improvement. Because the team had only looked at one domain, they did not use the progress snapshot worksheet.



The Self-Assessment Tool



Checklists of Domain-Specific Activities Included

For each domain, the Guide includes an easy-to-complete checklist of domain-specific activities

- There are activities for each level of the Performance Improvement Model.
- Checklists assess whether or not activities have been completed—not how well.

Follow these steps to complete the checklists.

1. Complete name(s) and date fields.
2. Identify activities relevant to your health center.
3. Mark the status of each activity. The checklists allow for one to four assessor responses per domain
 - Y** Enter “Yes” if the activity has been fully completed or is being implemented consistently (for ongoing activities).
 - N** Enter “No” if the activity has not been started.
 - IP** Enter “IP” if the activity is in process or is being implemented inconsistently (for ongoing activities).
4. Fill in the Results Summary:
 - For Level 1, indicate whether all program requirements have been met.
 - For Levels 2-4, record the number of activities completed and in process.
5. Save the document.

Where to Get Support



Technical Assistance from BPHC

Use the **BPHC Contact Form** to:

- ask questions about the Guide and Tools
- request technical assistance

To use the BPHC Contact Form:

- visit <https://hrsa.force.com/support/s/>.
- under “**Health Center Program,**” select “**Health Center Performance Improvement Toolkit.**”
- you may also call 1-877-464-4772 (TTY: 1-877-897-9910) Monday through Friday from 8 a.m. to 8 p.m. ET (except federal holidays).



Technical Assistance from Partners

Health center partners may also offer training and/or technical assistance related to Framework activities.

- **Primary Care Associations (PCAs)**

<https://bphc.hrsa.gov/technical-assistance/strategic-partnerships/primary-care-associations>

- **Health Center Controlled Networks (HCCNs)**

<https://bphc.hrsa.gov/technical-assistance/strategic-partnerships/health-center-controlled-networks>

- **National Training and Technical Assistance Partners (NTTAPs)**

<https://bphc.hrsa.gov/technical-assistance/strategic-partnerships/national-training-technical-assistance-partners>



Polling Questions

Q1: What type of organization do you represent?

- ❖ Health Center
- ❖ Health Center Program Look-Alike (LAL)
- ❖ Primary Care Association (PCA)
- ❖ National Training and Technical Assistant Partner (NTTAP)
- ❖ Health Center Controlled Network (HCCN)
- ❖ Federal government agency
- ❖ Government contractor
- ❖ Other

Q2: How familiar are you with the previous version of the framework?

- ❖ I have heard of it but am not familiar with the content.
- ❖ I have heard of it and am familiar with the content.
- ❖ I have used the Framework.

Q3: How might you expect to use the Health Center Performance Improvement Toolkit?

- Open question

Q4: Which domains are you most interested in? (multiple choice)

- ❖ Access and Affordability;
- ❖ Patient Experience;
- ❖ Quality, Patient Care, and Safety;
- ❖ Population Health and Social Drivers of Health;
- ❖ Financial Sustainability;
- ❖ Workforce; and
- ❖ Governance, Leadership, and Management.



National Center for Equitable Care for Elders

Christine Ann Riedy Murphy, PhD, MPH

Principal Investigator Delta Dental of Massachusetts

Associate Professor in Oral Public Health and Epidemiology at the Harvard School of Dental Medicine



National Training & Technical Assistance Partners (NTTAPs)

NTTAPs **develop, deliver, coordinate, and evaluate** training and technical assistance (T/TA) for existing and potential health center grantees and look-alikes.

NTTAPs can support your health centers to:

- Deliver comprehensive care;
- Address emergent public health issues and health needs;
- Improve operational effectiveness and quality; and
- Advance health equity.

<https://bphc.hrsa.gov/technical-assistance/strategic-partnerships/national-training-technical-assistance-partners>



NTTAP Subject Matter Expertise

Populations:

- Asian Americans, Native Hawaiians and Pacific Islanders (AA&NHPI)
- Individuals Experiencing Homelessness
- LGBTQIA+ Community
- Migratory and Seasonal Agricultural Workers
- **Older Adults**
- Residents of Public Housing
- School-Aged Children

Other Focus Areas:

- Capital Financing
- Clinical Quality Improvement and Patient Safety
- Health Information Technology
- Intimate Partner Violence and Human Trafficking
- Medical-Legal Partnership
- Oral Health
- Workforce

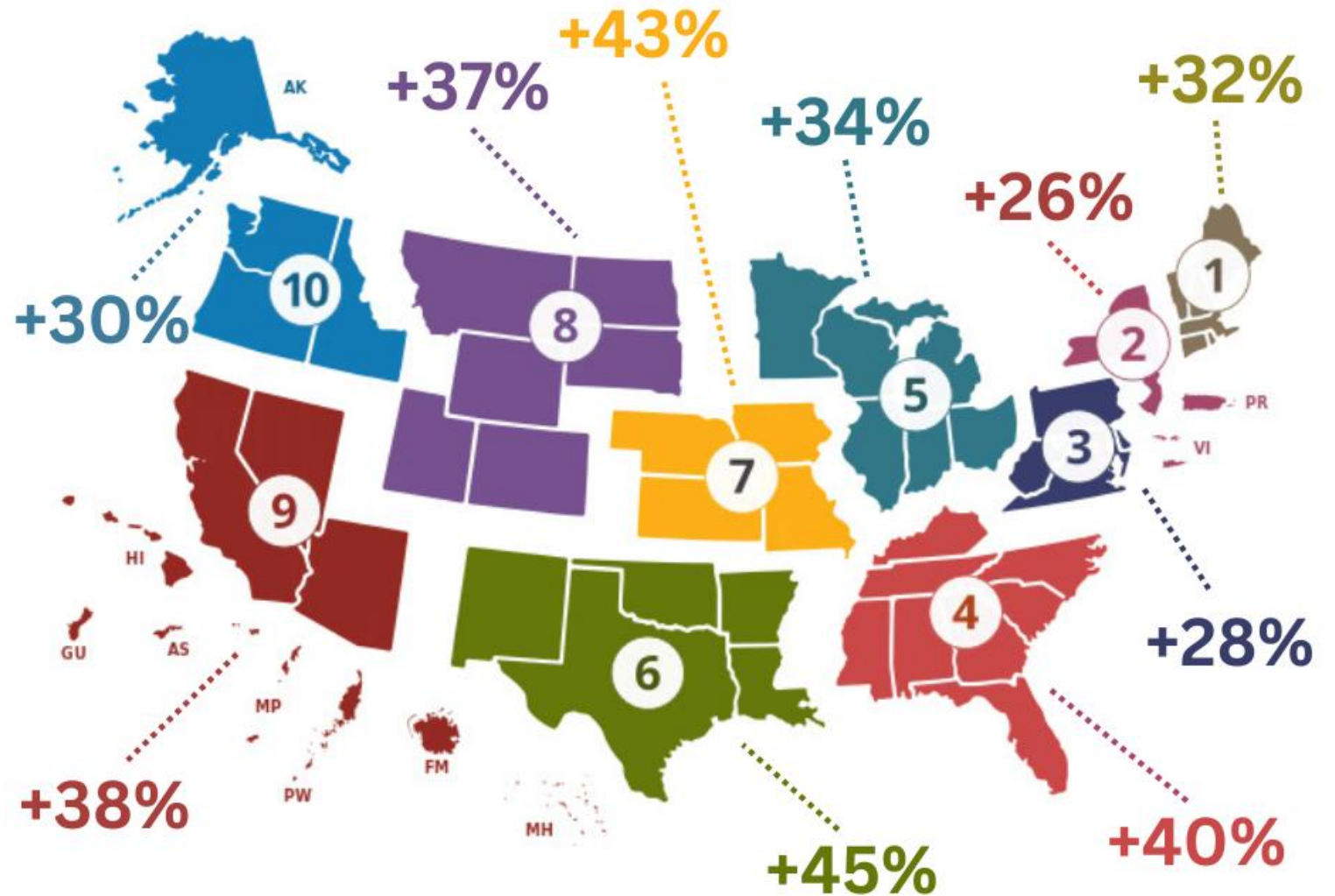


[Full NTTAP List](#) at: Health Center Resources Clearing House



Older Adults: A Growing Population Across HRSA Regions

% change in patients
≥65 years old served
by health centers
between 2018 to 2022



Source: Uniform Data Services, HRSA, Years 2018-2022 Reference: Table on slide 36 in appendix



National Center for Equitable Care for Elders

NCECE Provides:

- Webinars
- Publications
- Learning collaboratives
- Asynchronous modules
- Personalized technical assistance

Focused On Older Adults

- Access to comprehensive care
- Informal caregiving
- Emergency preparedness
- Health equity
- Chronic disease management
- Depression screening
- Social risk factors



NATIONAL CENTER
FOR EQUITABLE CARE FOR ELDERNS

ece.hsdm.harvard.edu



NTTAPs and the Health Center Performance Improvement Framework and Toolkit

How can T/TA Partners support growth?

- Brainstorm and discuss example health center activities within relevant framework domains and maturity level
- Provide resources to support health center readiness, including tailored training & technical assistance offerings
- Promote promising practices of health centers who have improved their performance and are moving towards "leading" level



NCECE Example: Patient Experience

Level	Activity
Level 1: Compliance- Driven	Health center meets all requirements in Chapters 8, 10, 18, and 19 of the Health Center Program Compliance Manual are met.
Level 2: Compliance- Plus	<p>Domain area is tactically managed. Health center strategy is partly or fully defined.</p> <ul style="list-style-type: none">• Health center staff engage in introductory training focused on building Age-Friendly health centers.• Health center gathers information on community resources focused on older adult health and current referral processes to CBOs for older adult patients.• Health center programming is examined for opportunities to increase social connection in older patients.

NCECE Example: Patient Experience Continued

Level	Activity
Level 3: Strategic	<p>Domain area is proactively managed. It is aligned with the health center strategy.</p> <ul style="list-style-type: none">• Health center obtains Level 1 recognition as an Age-Friendly Health System Participant. This indicates the healthcare team has successfully developed plans to implement the 4Ms.• Health center staff identify how to incorporate informal caregivers into care planning conversations for older patients.• Health center has developed a plan for building community partnerships focused on health and well-being of older adults, including self-management of chronic conditions.
Level 4: Leading	<p>Health center uses leading practices in the domain. It fully integrates the domain area into the health center strategy.</p> <ul style="list-style-type: none">• Health center receives Committed to Care Excellence (Level 2) Recognition as an Age-Friendly Health System. This indicates the healthcare team has three months of data of older adults who received 4Ms care. Data analytics will be used for ongoing quality improvement.• Health center has built relationships with local aging service providers to better integrate health and social needs care for older patients.• Health center works to recruit and retain staff that are skilled in geriatric care, including emerging areas like dementia identification and advance care planning.



Kentucky Primary Care Association

Molly Lewis, JD
Chief Executive Officer



Strategic Goals



Advocacy

Guiding Philosophy

Health Policy Steering Committee

Stakeholder Relationships

Member Engagement



Training & Technical Assistance

Understand T/TA Need

Develop TA Expertise

Resource Navigation

Strategic Training & Education Plan



Collective Impact

Strategic Partner Program

Revenue Sharing & Group Purchasing

Employers of Choice

Promote Scale & Reach of Membership



Connection

Peer Collaboration & Connection

Leadership Development

Staff Understanding of Member Identity

Member Outreach

KY PCA Example: Quality, Patient Care and Safety domain with an EHE focus

Level	Activity
Level 1: Compliance- Driven	<p>Health center meets all requirements in Health Center Compliance Manual chapters that apply for that domain.</p> <p>Adopted testing and policies and procedures to minimize risk and promote life-saving tools and information consistent with chapter 10.</p>
Level 2: Compliance- Plus	<p>Domain area is tactically managed. Health center strategy is partly or fully defined.</p> <p>The health center operates a patient quality and safety program that includes training in sexual orientation and gender identity (SOGI), stigma and cultural sensitivities. Trainings could include Core Competencies through the National HIV Curriculum, Capacity Building Trainings through the Clinical Directors Network, educational opportunities through the AIDS Education Training Center (AETC) or others tailored to meet the needs of the health center.</p>

KY PCA Example: Quality, Patient Care and Safety domain with an EHE focus Continued

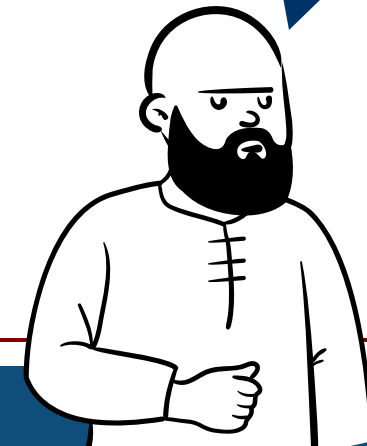
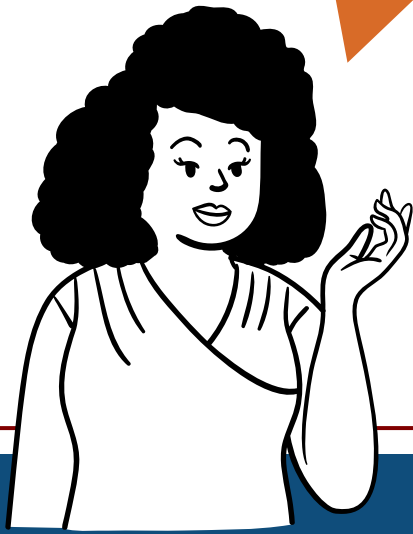
Level	Activity
Level 3: Strategic	<p>Domain area is proactively managed. It is aligned with the health center strategy.</p> <p>Coordination with state public health department for disease surveillance. Proactively identifies vulnerable populations through outreach and community education. Coordinates with community-based stakeholders. HIV programming data is tracked and regularly reported to the board of directors and organization leadership.</p>
Level 4: Leading	<p>Health center uses leading practices in the domain. It fully integrates the domain area into the health center strategy.</p> <p>HIV testing prevention, diagnosis and treatment is fully integrated into the quality assurance program and organization's strategic plan. The health center coordinates with Ryan White clinics and is a national leader for connecting patients to care within 30 days. The health center is recognized by their community as a trusted source for testing and treatment navigation.</p>

What We Heard During Guide Development

"I appreciated the fact that it was not offered as a one size fits all ... you could kind of scope the parts of it that you would use to meet your individual needs."

"I really appreciated this and really found it very useful ... we spend so much time setting up this type of framework before we can actually do what we've set out to do ... taking a look at this as a guidepost and leveraging this tool is super helpful."

"It's valuable in that it covers many areas that other assessments don't cover. Most of the assessments we're getting focus on the clinical aspects of the work and less so on the compliance aspect ... more foundational issues are also important."



Thank You!

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Joya Chowdhury, M.P.H.

Lakesha Broadway, M.P.H.

Office of Policy and Program Development (OPPD)

Bureau of Primary Health Care (BPHC)

Health Resources and Services Administration (HRSA)

bphc.hrsa.gov



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Appendix



Average number of older adults in health centers per year, stratified by HRSA region

Health Center Region	2018	2019	2020	2021	2022	% change from 2018 to 2022
HRSA Region 1	2,498	2,731	2,702	2,978	3,301	32.1%
HRSA Region 2	2,617	2,644	2,681	3,062	3,284	25.5%
HRSA Region 3	2,244	2,378	2,387	2,684	2,881	28.4%
HRSA Region 4	2,056	2,273	2,392	2,671	2,867	39.5%
HRSA Region 5	1,656	1,797	1,878	2,048	2,214	33.7%
HRSA Region 6	1,787	1,951	2,104	2,366	2,593	45.1%
HRSA Region 7	1,398	1,536	1,614	1,802	1,995	42.7%
HRSA Region 8	1,957	2,148	2,184	2,383	2,673	36.6%
HRSA Region 9	2,610	2,864	2,999	3,250	3,603	38.1%
HRSA Region 10	2,375	2,574	2,509	2,803	3,092	30.2%

Source: Uniform Data Services, HRSA, Years 2018-2022

