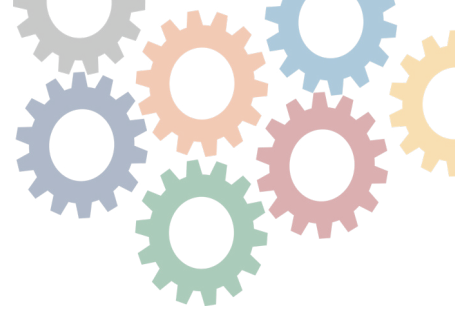




Quick Reference to the Framework

**U.S. Department of Health and Human Services
Health Resources and Services Administration
Bureau of Primary Health Care**





Framework Overview

The Framework can help health centers assess their current state of performance. It can also help them identify how to increase access and improve health outcomes.

The Framework can support health centers by helping them understand how to:

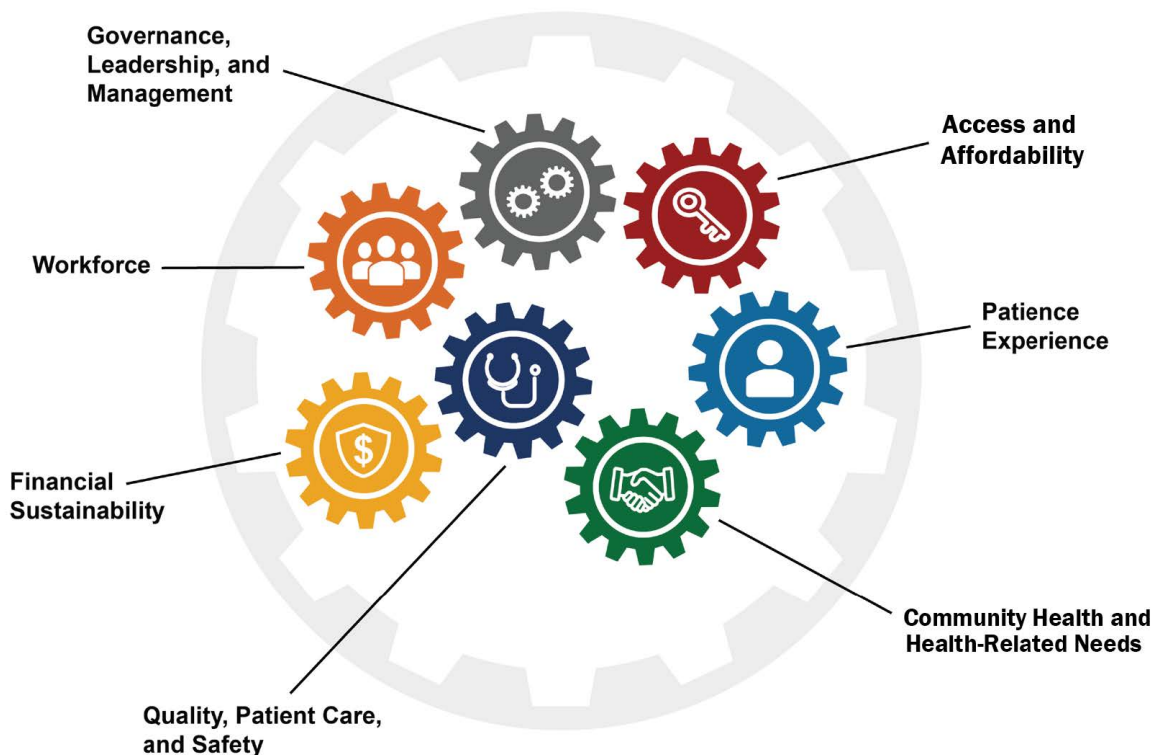
- Provide higher quality care
- Retain and train workforces
- Move towards value-based care
- Strengthen connections with community partners
- Patient support services
- Reduce financial risks

The Framework includes seven domains (see Figure 1). The domains represent key aspects of operations and services.

Domain Descriptions

This section contains descriptions of the seven Framework domains. Each description includes the definition, guiding themes, and performance improvement model for that domain.

Figure 1. Health Center Performance Improvement Framework



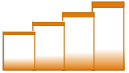
Quick Reference to the Framework



Each Framework domain has three parts:



Definition: The domain's focus and guiding themes, which serve as the vision for the domain.



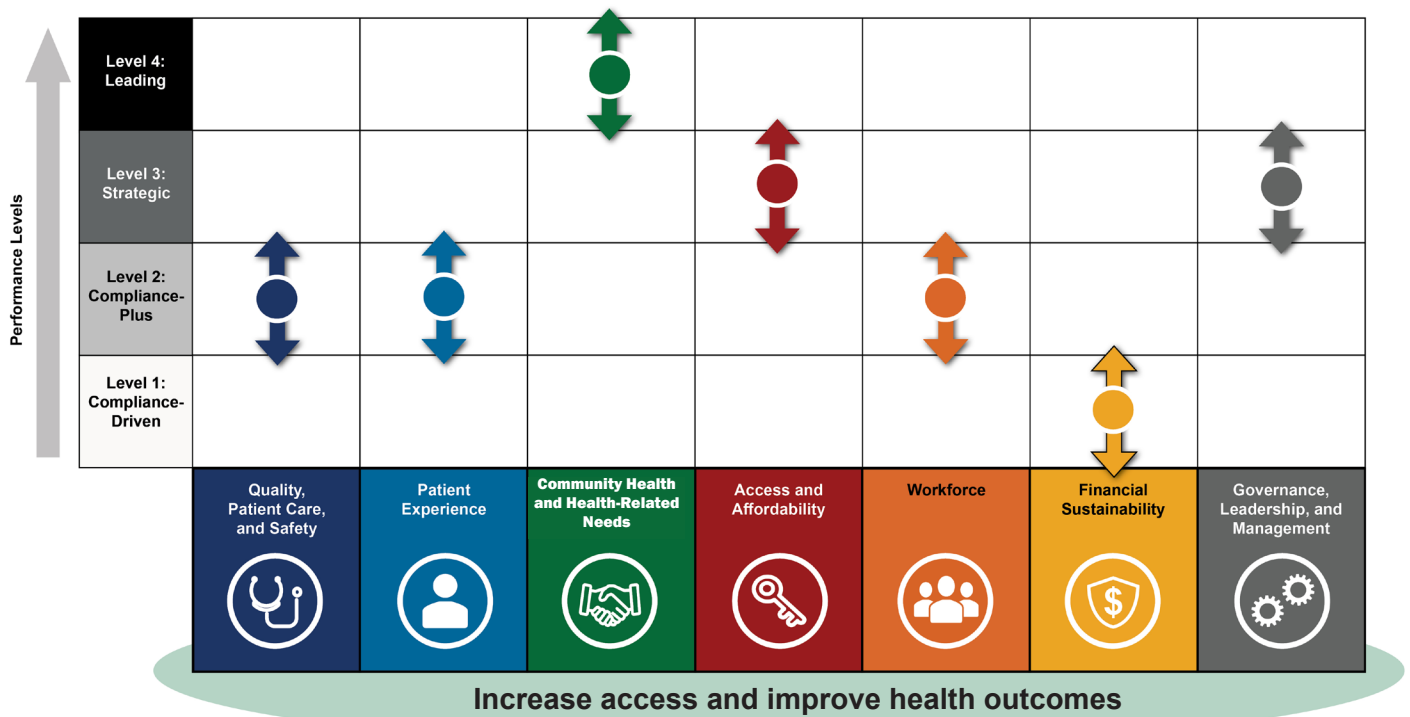
Performance Improvement Model: An activity-based pathway for improving performance in a given domain. The model groups activities into four levels: Compliance-Driven (Level 1), Compliance-Plus (Level 2), Strategic (Level 3), and Leading (Level 4).



Activities: A list of domain-specific actions outlined in the companion tools document. They can be assessed by health centers to find performance gaps and plan for improvement. Activities should get more complex as levels increase. Work with your health center team and technical assistance (TA) providers and programs to add activities to the domain checklist that are most relevant to your health center. The example activities were identified through review of the literature and in consultation with experts in the respective domain areas.

Figure 2 shows how performance might vary across domains. Performance may also change over time.

Figure 2. Example of Health Center Performance by Domain





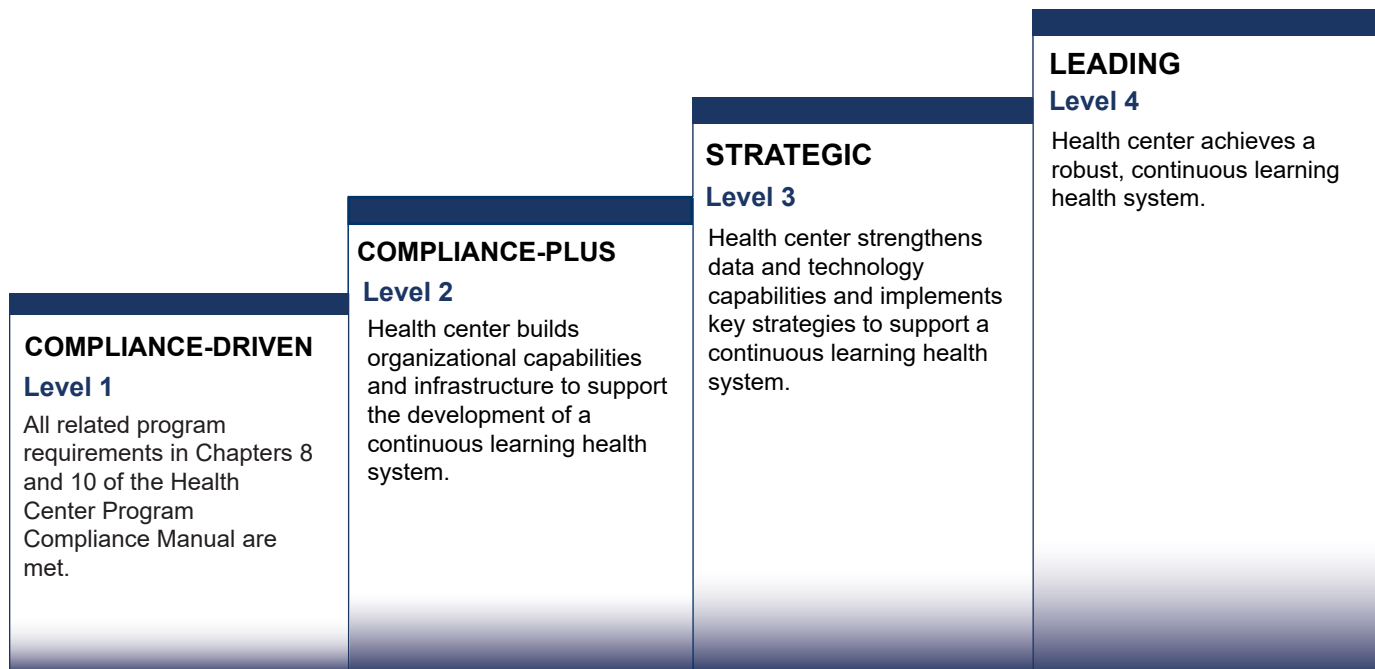
Quality, Patient Care, and Safety Domain

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

Guiding themes for this domain include:

- **Clinical Effectiveness:** Providing high quality care tailored to patients' needs and implementing strategies to improve care delivery and health outcomes.
- **Continuity of Care:** Ensuring seamless care within health centers and other health care providers through effective communication, referral processes, and electronic information transfer.
- **Safety:** Identifying and addressing patient and staff safety issues and investing in opportunities for patients, providers, frontline staff, community partners, and leadership to provide continuous feedback

These guiding themes serve as the vision for leading and improving in this domain and create the foundation for activities contained within the Quality, Patient Care, and Safety Performance Improvement Model as shown. The model consists of activities grouped into four performance levels.





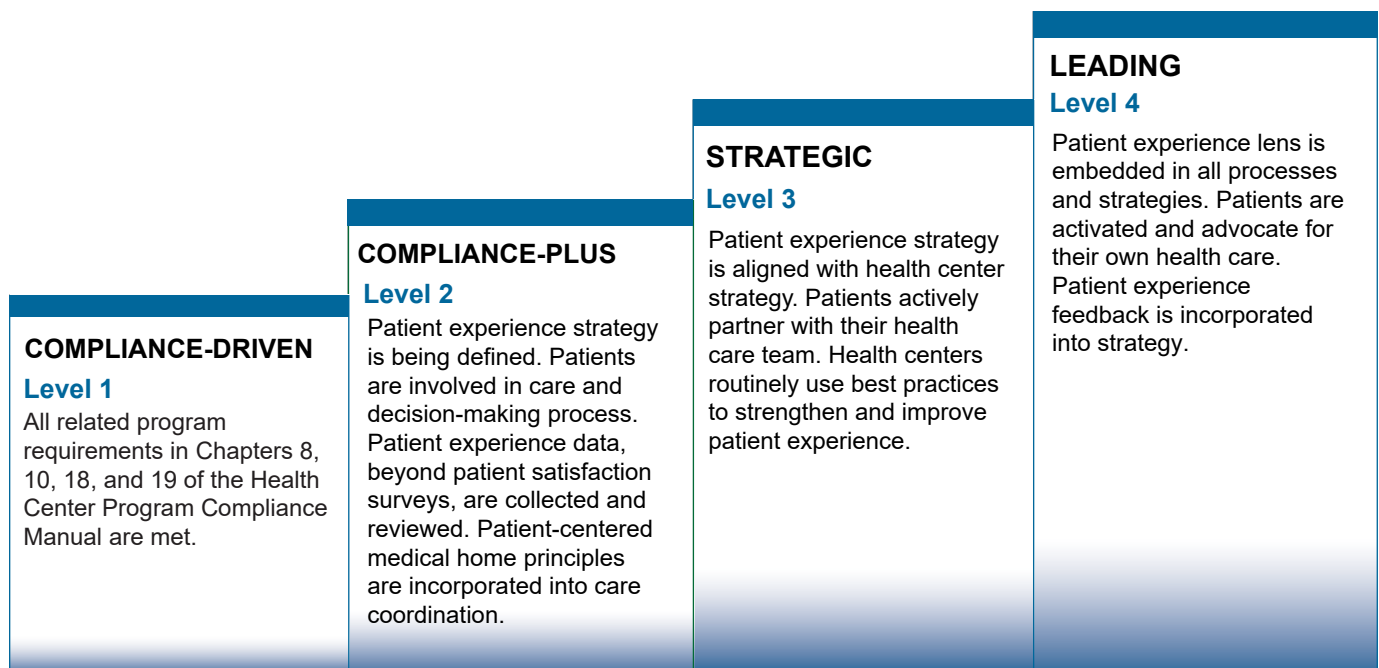
Patient Experience Domain

The health center provides care that is respectful of, and responsive to, individual patient preferences and needs when delivering care. The health center coordinates quality, patient-directed care and provides information and education to encourage patients, families, and caregivers to actively engage in their care.

Guiding themes for this domain include:

- **Patient Activation and Engagement:** Encouraging patient involvement in managing their health by engaging in collaborative decision making and respecting personalized preferences.
- **Partnership with Families and Caregivers:** Providing opportunities for patients' family members and caregivers to actively co-manage patients' health care.
- **Building Trusting Relationships:** Treating patients with dignity and creating processes for assessing patient satisfaction.
- **Patient-Centered Care Coordination:** Integrating health services that are responsive to patients' needs, preferences, and goals and ensuring patients can navigate care.

These guiding themes serve as the vision for leading and improving in this domain and create the foundation for activities contained within the Patient Experience Performance Improvement Model as shown. The model consists of activities grouped into four performance levels.





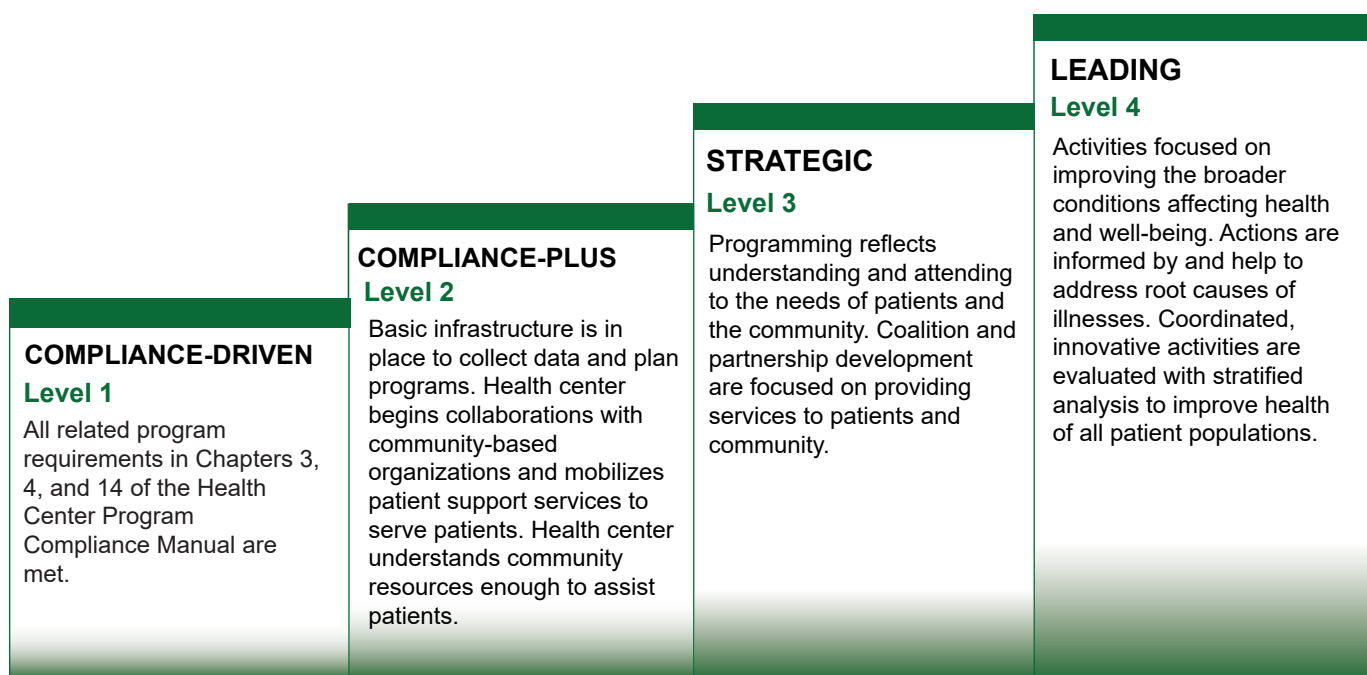
Community Health and Health-Related Needs Domain

The health center provides comprehensive services to address the primary health care needs of the patient population. It achieves this by understanding the health-related needs of its patients and residents of its service area. It collaborates with partners to address key drivers of poor health to increase access and improve health outcomes for health of its patients and communities.

Guiding themes for this domain include:

- **Patient Needs Assessment and Management:** Understanding the health-related needs of patients and using data collected to inform case management.
- **Community Needs and Resource Mapping:** Working with community partners to assess the needs, strengths, opportunities, and priorities of the community and better understand the leading causes of morbidity and mortality.
- **Resource Allocation:** Engaging patients and board members to determine resource allocation and ensuring that services align with patient and community needs.
- **Community Partnerships and Collaborations:** Engaging multisectoral community partners to improve patient access to community support services and health outcomes.
- **Track and Close Social Service Referral Loops:** Understanding which social services are available and following up on referrals to see how/if services are being used by referred patients.

These guiding themes serve as the vision for leading and improving in this domain and create the foundation for activities contained within the Community Health and Health-Related Needs Performance Improvement Model as shown. The model consists of activities grouped into four performance levels.





Access and Affordability Domain

The health center provides comprehensive and affordable health services in a timely manner.

Guiding themes for this domain include:

- **Comprehensive and Timely Services:** Developing and sustaining partnerships with community-based organizations to reduce barriers and meet patient needs.
- **Affordability:** Ensuring that services are affordable to everyone, screening patients for health-related needs, and helping patients to determine and maintain eligibility for programs that provide that financial support.
- **Patient Support Services:** Providing care coordination, outreach, and patient education to enhance patient experience and access.
- **Collaborative Relationships:** Establishing and maintaining relationships with other health care providers, hospitals, and specialty providers in the catchment area.

These guiding themes serve as the vision for leading and improving in this domain and create the foundation for activities contained within the Access and Affordability Performance Improvement Model as shown. The model consists of activities grouped into four performance levels.





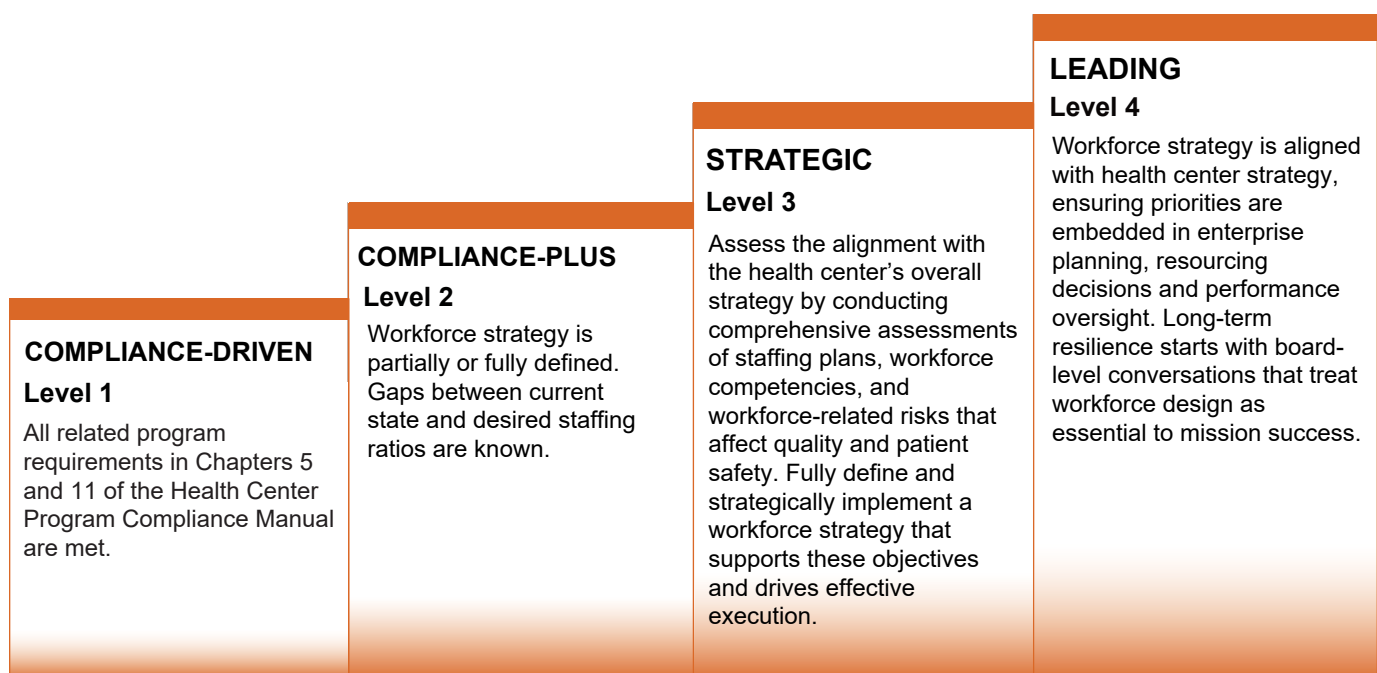
Workforce Domain

The health center recruits, develops, engages, and retains the appropriate staffing mix of qualified providers and non-providers (including contractors) needed to provide quality care to its patient population.

Guiding themes for this domain include:

- **Strategic Workforce Management:** Maintaining comprehensive plans for hiring and maintaining a high-performing workforce. Also prioritizes creating an environment that promotes health and well-being.
- **Recruitment:** Filling vacancies in a timely manner and recruiting staff.
- **Workforce Development:** Continually developing talent at all levels in alignment with organizational priorities.
- **Workforce Engagement:** Surveying staff about professional fulfillment, burnout, productivity, stress, and well-being; using the results to identify opportunities for improvement.
- **Retention:** Monitoring staff retention trends and using effective tools to retain high-performing staff.

These guiding themes serve as the vision for leading and improving in this domain and create the foundation for activities contained within the Workforce Performance Improvement Model as shown. The model consists of activities grouped into four performance levels.





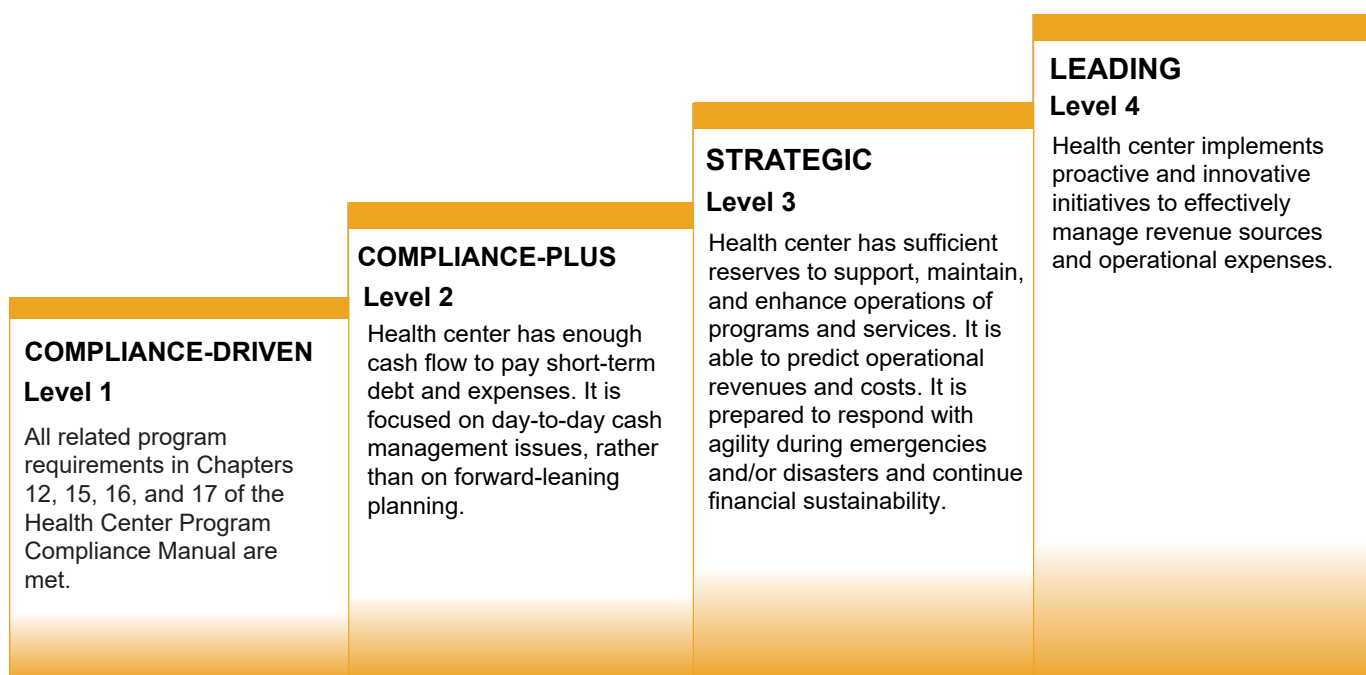
Financial Sustainability Domain

The health center has fiscally sound accounting, revenue cycle, and financial management policies and practices. It seeks to optimally manage revenue streams, financial viability, and financial agility to ensure it remains an enduring presence for those who rely on its services.

Guiding themes for this domain include:

- **Liquidity:** Being able to pay all current expenses and liabilities and to convert assets to cash.
- **Solvency:** Maintaining sufficient reserves to meet long-term obligations and pay debts as they become due.
- **Sufficient Profitability:** Generating income needed to support both short- and long-term growth.
- **Financial Agility:** Diversifying revenue, implementing sound yet flexible procurement systems, and designing safeguards to minimize financial risk.

These guiding themes serve as the vision for leading and improving in this domain and create the foundation for activities contained within the Financial Sustainability Performance Improvement Model as shown. The model consists of activities grouped into four performance levels.





Governance, Leadership, and Management Domain

The health center implements effective governance, leadership, and management that continuously promotes operational excellence to support delivery of high-quality, cost-efficient, and patient-directed care to the community.

Guiding themes for this domain include:

- **Governance:** Ensuring that the health center board meets its fiduciary responsibilities; providing oversight and strategic direction as needs and opportunities evolve and evaluating the organization's financial health and performance on quality improvement activities.
- **Leadership:** Ensuring that health center leaders guide the development and implementation of the strategic plan, operations, and the financial and risk management plan. Also prioritizing a community-centered approach, culture of quality improvement, and an environment where all staff and patients are treated with dignity and respect.
- **Management:** Ensuring that health center managers inform and implement the health center's strategic plan. Also prioritizing a holistic approach to maximize efficiency and excellence while fostering a high-performing workforce.

These guiding themes serve as the vision for leading and improving in this domain and create the foundation for activities contained within the Governance, Leadership, and Management Performance Improvement Model as shown. The model consists of activities grouped into four performance levels.

