

Exhibit A Attachment 1 – Work Plan

Goal	Activity	Performance Measures/Deliverables	Due Date
<p>Support Critical Access Hospitals (CAHs) in implementing quality improvement activities to improve quality of care and to consistently publicly report data on MBQIP quality domains: Patient Safety, Patient Engagement, Care Transitions, Outpatient, Patient Safety Culture Survey</p>	<p>Support CAH participation in Kansas-based Quality Health Indicators (QHI) benchmarking project by hosting semi-monthly QI roundtables to provide education on MBQIP measures and reporting requirements, discuss data, reporting, tools and resources and best practices for MBQIP quality domains and associated MBQIP reporting measures.</p> <p>Support CAH participation in QHI through project administration, technical assistance, data monitoring, analysis and reporting.</p> <p>Analyze, summarize and report on CAH QI data (QHI and MBQIP):</p> <ol style="list-style-type: none"> <li>1. Track and report to CAHs statewide participation and outcomes at each QHI roundtable.</li> <li>2. Use hospital specific data snapshots for all CAHs participating in QHI as a tool for encouraging quality improvement and reporting. Disseminate to hospitals.</li> <li>3. Conduct ongoing QI needs assessments using MBQIP data, FMT reports and CAH QI needs assessment surveys on a quarterly basis.</li> <li>4. Through data analysis, identify low scoring and non-reporting hospitals and support outreach activities to targeted CAHs.</li> </ol>	<p>Agendas, materials, notes, attendance reports for each roundtable</p> <p>Technical assistance tracking activities report</p> <p>MBQIP data reports on statewide and hospital specific basis that include reporting information as well as MBQIP measures data, analyses, trends</p> <p>Reports on statewide and hospital specific MBQIP participation and measure outcomes, including hospital snapshots and analyses</p>	<p>15 working days after request from CalSORH</p> <p>30 working days after each quarter</p>
	<p>Provide direct MBQIP technical assistance and training for CAH staff through on-site technical assistance and webinars to set up reporting processes, train staff on MBQIP and provide follow-up support for targeted CAHs.</p>	<p>Agendas, training materials, hospital participation information</p>	<p>15 working days after each training and/or quarterly</p>
	<p>Through an HCAHPS consultant, provide trainings and/or an educational series to CAH executives and/or frontline staff to engage staff in creating an excellent experience for patients and their families.</p>	<p>Agendas, training materials, hospital participation information</p>	<p>15 working days after each training and/or quarterly</p>
	<p>Provide a minimum of two trainings for measures ED-1, ED-2 and the antibiotic stewardship.</p>	<p>Agendas, training materials, hospital participation information</p>	<p>15 working days after each training</p>

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	Provide a minimum of two Rural Trauma Team Development Courses (RTTDCs) at two CAHs.  Using findings from the prior year patient safety culture survey, conduct direct technical assistance and trainings (webinars or TBD based on findings) for CAHs.	Pre and Post evaluations for each RTTDC training and hospital participation information  Hospital participation information, training materials, outcome data	15 working days after each training  15 working days after each training
<b>Financial and Operational Improvement</b>			
To Improve Financial and Operational Outcomes of CAHs	Conduct a financial and operational needs assessment survey of CAHs: 1. Distribute survey results to participating CAHs. 2. Analyze and report on data from Flex Monitoring Team and QHI financial data. 3. Provide a minimum of two financial/operational improvement webinars.  Coordinate California Critical Access Hospital Network (CCAHN) user group meetings of CFOs by: 1. Discussing operational and financial issues. 2. Distributing final assessment results to attendees. 3. Based on the needs assessment results, discuss challenges associated with financial and operational improvement, Flex Program FOI goals, possible projects and obtain stakeholder feedback on using results to inform Care grant awards. 4. Reporting Flex Program plans and obtaining stakeholder feedback. 5. Promoting data reporting that aligns with the 11 financial indicators supported by Flex.	Needs assessment survey results,  Webinar materials, evaluation results  Agendas, meeting and webinar materials, stakeholder feedback on Flex Program	30 days after survey  15 working days after each webinar  15 working days after each CFO meeting
	Conduct a Lean webinar featuring Lean process improvements and CAH best practices.	Agendas, training materials, participant evaluations, information on all follow-up activities	15 working days after each webinar

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	<p>Using the statewide financial assessment results from FY 2016-17 to determine the most efficient use of Flex funds, in partnership with CalsORH, identify and provide at least two targeted financial improvement activities at specified CAHs.</p> <p>Provide one-on-one Lean training to a minimum of three hospitals based on the needs assessment. Provide follow-up opportunities for each of the participating hospitals.</p>	<p>Hospital participation information, training materials, quarterly progress reports, baseline and outcome data</p> <p>Agendas, training materials, participant evaluations, information on all follow-up activities. Report on outcomes due to Lean implementation.</p>	<p>As requested by CalsORH</p> <p>15 working days after each webinar</p>
<b>Population Health Management and Emergency Medical Services</b>			
<p>To understand the community health and EMS needs of CAHs</p>	<p>Continue to provide technical assistance and education to CAHs and ambulance services regarding STEM1, stroke and trauma and provide trauma designation technical assistance as needed.</p>	<p>Notes, data, materials used to provide technical assistance</p>	<p>As requested by CalsORH</p>
<b>Flex Workshops</b>			
	<p>Conduct a half-day QI pre-conference workshop as part of the Rural Healthcare Symposium, which includes quality improvement and financial and operational improvement components, other components as determined by Grantee and CalsORH, an overall update on state and federal reimbursement changes and practices impacting CAH financial position.</p>	<p>Workshop agenda and materials Report on attendance Report on participant evaluations</p>	<p>August 31, 2019</p>
<b>Care Grants</b>			
<p>To improve quality of care, financial and operational outcomes and to consistently publicly report data in alignment with Flex Program goals and objectives</p>	<ol style="list-style-type: none"> <li>1. Administer and coordinate distribution of Flex care grants through contractual arrangements with hospitals with identified needs related to Flex Program goals and objectives.</li> <li>2. Develop allocation and evaluation criteria as well as progress report requirements with CalsORH for targeted financial support for activities directly related to Flex goals and objectives.</li> <li>3. Notify CAHs of the availability of FLEX care grant funds, allocation criteria and evaluation methods through a Flex</li> </ol>	<p>Agendas, webinar materials</p> <p>Allocation and evaluation criteria</p> <p>Final allocation of funds</p> <p>Project information for hospitals</p> <p>Hospital progress reports</p>	<p>15 working days after the webinar</p> <p>10 working days from request by CalsORH</p> <p>15 working days after the end of each quarter</p>

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	<p>Grant Update webinar, which includes information on Flex Program background, goals and objectives</p> <p>4. Identify hospitals through needs assessments surveys who may benefit from Flex Care grant supported projects. Support outreach activities, in addition to the webinar, to hospitals to encourage identification of potential projects for hospitals to implement with Care grant funds.</p> <p>5. Distribute FLEX Program funds, monitor activities and ensure progress reports are submitted timely by hospitals and evaluation methods are in place.</p>		
<b>Flex Program Administration</b>			
Efficient and effective administration of Flex Grant	Report on activities for all staff, subcontractors working on the Flex Program.	Report to be submitted in a format designated by CalSORH	15 working days after the end of each quarter
	If any work is to be done by subcontractors, monitor work performed by subcontractors; meet with subcontractors regularly to review progress; Modify or revise subcontractor work plans, as needed.	Subcontractor contracts, invoices	At the request of CalSORH
	Submit measurable performance data for PIMS Report.	PIMS data	At the request of CalSORH (Approximately September 2019)
	Submit measurable performance data for Flex competitive grant application.	Hospital data	At the request of CalSORH (approximately December 2018)
	Submit quarterly invoices to CalSORH.	Quarterly invoices	December 15, 2018 March 15, 2019 June 15, 2019 September 15, 2019