

**Oregon Small Rural Hospital Improvement Program (SHIP)
FY25 Allowable Investment Pooled Options
June 1, 2025- May 31, 2026**

Stratis Health

Each option below includes in-depth, individualized education, technical assistance and coaching for your hospital.

Option 1: Embedding a Culture of Quality

SHIP Investment Activity: Value-Based Payment (VBP), A. Quality reporting data collection/related training or software

Learn to embed strong change management skills and the use of improvement methods to build a solid foundation for ongoing improvement across your organization.

Option 2: Patient Experience and Engagement Training

SHIP Investment Activity: Value-Based Payment (VBP), B. MBQIP data collection process/related training

Receive education and tools to engage your staff and support the implementation of best practices for improving patient and family engagement and experience at your hospital.

Option 3: Health-Related Social Needs (HRSN)/Social Drivers of Health (SDOH)

SHIP Investment Activity: Value-Based Payment (VBP), B. MBQIP data collection process/related training

Receive education and tools to help your hospital implement and enhance processes related to HRSN and SDOH, including patient screening, service mapping, referrals, data collection, data aggregation and analysis, and more.

Option 4: Geriatric Emergency Department (ED) Training

SHIP Investment Activity: Value-Based Payment (VBP), C. Efficiency or quality improvement training in support of VBP-related initiatives

Learn how to transform care, enhance value, and prepare for Geriatric ED Accreditation by instituting improved care processes for older adults in the ED.

Healthcare Safety Solutions (HSS)

Option 1: Rural Hospital-EMS Partnered Simulation

SHIP Investment Category: Accountable Care Organization (ACO) or Shared Savings, E. Efficiency or quality improvement training or software in support of ACO or shared savings-related initiatives

Our simulation-based team training equips local rural EMS personnel, hospitals, physicians, staff, and air transport flight crews with enhanced critical thinking, technical proficiency, and teamwork skills. We utilize simulation-based training, including TeamSTEPPS strategies, to create realistic in-situ simulations that help teams practice emergency responses, identify educational and operational needs, and improve communication and processes to reduce response times and improve patient outcomes.

In-situ simulations are invaluable for developing skills, practicing emergency response, addressing quality improvement initiatives, and identifying further educational and operational needs.

Key elements of training include:

- **Planning Sessions:** Tailored to identify specific learning objectives, outcome measures, quality improvement initiatives, and scenario designs based on EMS agency and hospital needs.
- **Quality Improvement Outcomes:** Utilize simulation training to test changes in quality improvement projects and improve processes and protocols.
- **Procedural Skills Lab:** Preceding the simulation, this lab allows participants to practice critical skills in preparation for the in-situ simulations to improve their knowledge, skills, and abilities.
- **In-Situ Simulation:** On-site simulations take place in participants' actual clinical and field settings, allowing participants to practice under conditions they are likely to encounter.
- **Debrief:** After the in-situ simulation, a structured debrief led by an experienced facilitator will enable teams to reflect on their actions, recognize successes, and discuss improvements. Immediate feedback reinforces learning and allows participants to adjust and refine their responses.
- **Summary Report:** A comprehensive report will be provided outlining readiness and continuous improvement opportunities for participants and organizations.

Why Choose Simulation-Based Training?

In-situ simulations create a valuable platform to:

- Develop critical emergency response skills;
- Uncover educational, systems, and operational needs;
- Assess quality improvement initiatives; and
- Enhance communication, processes, and systems to reduce response times and improve patient outcomes.

Together, we work towards safer, faster, and more effective emergency responses for the communities we serve.

Wipfli

Option 1. Denials Analysis and Education

SHIP Investment Activity: Payment Bundling (PB) or Prospective Payment System (PPS), E. Price transparency training

This program aims to identify the root causes of claim denials and implement educational strategies to reduce their occurrence. By understanding the patterns and reasons behind denials, we can enhance your billing processes, improve revenue cycle management and ensure timely reimbursement. Common reasons for denials include incomplete documentation, coding errors, authorization issues, eligibility problems and timely filing. High-impact areas such as the emergency department, outpatient services, and surgical procedures frequently experience denials due to these issues. To address these, we propose several educational strategies. Training programs focused on documentation improvement, coding accuracy and authorization protocols are essential. Additionally, process enhancements like robust pre-authorization checks, real-time eligibility verification and timely filing reminders will help prevent denials. Regular audits, feedback loops, and tracking key performance indicators (KPIs) will ensure continuous improvement. By addressing the root causes of denials through targeted education and process improvements, we can significantly reduce the rate of denials, enhance the revenue cycle, and ensure better financial health for the hospital. Continuous monitoring and adaptation of strategies will be crucial in maintaining these improvements.

Option 2. Chargemaster Desk Review

SHIP Investment Activity: Payment Bundling (PB) or Prospective Payment System (PPS), E. Price transparency training

The chargemaster desk review aims to ensure the hospital's chargemaster is current, compliant, and accurately reflects all services provided. This involves thoroughly examining the chargemaster to identify outdated codes, incorrect pricing, and compliance issues. Regular updates and audits are essential to maintain accuracy and compliance with regulatory standards. Educational initiatives are crucial for staff to understand the importance of accurate charge capture and the impact of the chargemaster on the hospital's revenue cycle. Wipfli will provide training that focuses on the latest coding updates, regulatory changes, and best practices for maintaining the chargemaster. Additionally, we will assist with implementing a system for continuous monitoring and feedback that will help identify and address discrepancies promptly. By keeping the chargemaster up-to-date and compliant, the hospital can ensure accurate charge capture, reduce the risk of denials, and optimize revenue.

Option 3. CAH Cost-Based Reimbursement Training

SHIP Investment Activity: Payment Bundling (PB) or Prospective Payment System (PPS), C. Efficiency or quality improvement training in support of PB or PPS-related initiatives

Learn exactly what cost-based reimbursement means to your hospital. Knowing and understanding a rural hospital's multiple paths to cost-based reimbursement for Medicare and Medicaid is key to assessing your financial health. We will provide education regarding how rates are established for CAHs (OP, IP, Swing) and Rural Health Clinics (RHCs), including the following:

- Educate where and why costs get reimbursed at different cost-based levels.
- Understand why the rate of return varies and how to maximize cost-based payments.
- Review of reimbursement for overlooked areas of importance.
- We also will focus on areas of high importance often overlooked, including patient days, validation of expense and revenue, overhead allocations and treatment of professional expenses and revenue.
- Patient days
- Validation of expense and revenue
- Overhead allocations
- Treatment of professional expenses and revenues

Lastly, we will work with your hospital to develop a reimbursement “tool” for your facility and make benchmark comparisons to other like-rural hospitals.

Option 4. Accounting Department Best Practice Training

SHIP Investment Activity: Payment Bundling (PB) or Prospective Payment System (PPS), C. Efficiency or quality improvement training in support of PB or PPS-related initiatives

Our rural hospitals are seeing shortages and turnover in their accounting departments. Current policies and procedures may reflect past practices passed down over multiple years that may be inefficient, incorrect, and inconsistent. Opportunities exist to train accounting staff who may be new to health care or may just need a new view of current processes.

Participants will pick from three of the areas below for further training:

- Cash
- Accounts receivable
- Fixed assets
- Accounts payable
- Long-term debt
- Payroll liabilities
- Cost report data gathering
- Audit data gathering
- Month-end close process
- Year-end close process

What is included in the training?

- One-hour kickoff meeting with CFO/accounting/management team to identify current pain points/knowledge gaps;
- Establishing an understanding of current processes through remote data gathering;
- 10 hours of virtual, customized, best-practice training regarding selected areas of focus; and
- A final report will be provided with recommended process changes.

Wintergreen

Option 1: Provider Practice Optimization

SHIP Investment Category: Value-Based Purchasing (VBP), E. Alternative Payment Model and Quality Payment Program training/education

Outcome: Your hospital and its provider-based RHC will have a more tightly integrated and complementary interface. Hospital and clinic staff will jointly implement revenue-generating programs designed to improve chronic care management and transitional care management functions.

Project Description: Wintergreen will train hospital staff on the importance of a fully integrated primary care network to reduce unnecessary costs and increase and rationalize access to care. First, we will evaluate the current state to identify opportunities that will serve as the foundation of the customized training. Next, we will collaborate with your team to establish a customized systems performance training program designed to improve operational and quality outcomes.

Deliverable: We will engage key hospital staff (nurse leadership, emergency department, primary care, and/or RHC staff) to identify the operational priorities and work with the hospital to identify efficiency opportunities. We will also conduct a customized, multi-disciplinary training session on how to implement the identified opportunities. Most importantly, we will include ongoing access to Wintergreen staff throughout the project period to ensure the recommendations are implemented.

Option 2: Swing Bed Growth and Optimization

SHIP Investment Category: Accountable Care Organization (ACO) or Shared Savings, E. Efficiency or quality improvement training or software in support of ACO or shared savings-related initiatives

Outcome: Your hospital will have a stronger and more highly utilized swing bed program. Hospital staff will implement the systems required to hardwire more efficient swing bed patient acquisition and care spectrum processes.

Project Description: This project will identify efficiency and performance improvement opportunities to increase access, reduce cost and improve the overall financial solvency of the hospital swing bed program. As a part of this project, we will train in several key areas, including the admissions process, the pursuit of patients, and the services offered.

Deliverable: We will host a series of hospital-specific web-based training sessions on the importance of the swing bed program and work with the hospital to find a small set of actionable recommendations to improve performance and reduce the cost of care within the swing bed program. Most importantly, we will include ongoing access to Wintergreen staff throughout the project period to ensure the recommendations are implemented.

Option 3: Cost Report Optimization

SHIP Investment Category: Payment Bundling (PB) or Prospective Payment System (PPS), D. S-10 Cost Reporting training

Outcome: Your hospital will have a modernized set of indigent care policies. Hospital leaders will utilize the updated policies to ensure more valid and reliable systems for monitoring and managing bad debt and charity care.

Project Description: This project will train hospital staff on the importance of the S-10 and how the information contained within this specific cost report worksheet can impact reimbursement. In addition, we will work with your hospital to educate leaders on how the S-10 interrelates with multiple components of the full cost report and identify opportunities for improvement through a comprehensive analysis of your hospital's most recent Medicare cost report.

Deliverable: We will facilitate a training session on the importance of the S-10 and how this cost report worksheet can be used to identify systemic revenue cycle issues. We will also work with the hospital to identify priorities for reimbursement improvement through enhanced cost report accuracy and outline action steps for your hospital to modernize its bad debt and charity care policies. In addition, we will work with the hospital to identify specific opportunities to improve the accuracy of the Medicare Cost Report.

Option 4: Hospital Efficiency Optimization

SHIP Investment Category: Payment Bundling (PB) or Prospective Payment System (PPS), C. Efficiency or quality improvement training in support of PB or PPS-related initiatives

Outcome: Your hospital will gain a comprehensive understanding of specific best practices and improvement strategies to effectively position itself for current and future value-based payment.

Project Description: Wintergreen will train hospital staff on the importance of process improvement through the adoption of best practices. First, we will work with the hospital to identify opportunities that will serve as the foundation of the customized training. Next, we will collaborate with your team to establish a customized systems performance training program designed to improve operational and financial outcomes. This project can focus on the broader hospital or improvement opportunities within any given department, such as the emergency department, swing bed, specialty services, surgical services, rehabilitation services, inpatient services or other ancillary services based on your needs.

Deliverable: We will engage key hospital staff (executive, financial, nurse leadership, emergency department, primary care and/or RHC staff) to identify operational priorities and efficiency opportunities. We will also conduct a customized, multi-disciplinary training session on how to implement the identified opportunities. Most importantly, we will include ongoing access to Wintergreen staff throughout the project period to ensure the recommendations are implemented.