

Welcome

Create Your Strategic Plan

PCC Users Conference

June 12, 2020

Tim Rushford

PedsOne



STRATEGIC PLANNING INTRODUCTION

- ▶ Setting yourself apart from other practices
- ▶ Your strategic plan will be:
 - ▶ Coordinated roadmap to shape your future
 - ▶ Oriented to the whole
 - ▶ Inspiration to advance and improve
 - ▶ Clearly defined criteria for success
 - ▶ A management tool for decision making
- ▶ Plenty of reasons not to plan

STRATEGIC PLANNING INTRODUCTION

- ▶ **Central Purpose:** to ensure that the direction of your practice is well thought out and resources are wisely used.
- ▶ **What is happening now? Where should we go and how do we get there? Who do we want to be and how do we demonstrate that?**

3

PRACTICE PERSPECTIVES

- ▶ **Strategy and Culture**
 - ▶ **People, processes, ideas, attitudes**
 - ▶ **Personality, environment of the facility**
 - ▶ **Improved culture helps implement strategy**
 - ▶ **Developing strategy improves culture**
- ▶ **Internal and external forces**
 - ▶ **Strengths, weaknesses, opportunities, threats**

4

PRACTICE PERSPECTIVES

- ▶ **A balanced perspective**
 - ▶ Goals in multiple areas
- ▶ **Detailed Implementation**
 - ▶ **Accountabilities, time lines, budgets, etc.**

THE STRATEGIC PLANNING PROCESS



SITUATIONAL ANALYSIS: SWOT

- ▶ **Goal:** Find ways to use strengths to take advantage of opportunities while defending yourself against threats and minimizing weaknesses
- ▶ **Added Benefits:**
 - ▶ Tool to analyze any situation and develop a response
 - ▶ Basis for assessing core capabilities and competencies
 - ▶ Evidence for, and cultural key to, change
 - ▶ Stimulus for group experience

7

SITUATIONAL ANALYSIS: SWOT

- ▶ **Focus on today**
- ▶ **A strength or weakness can be the presence or absence of something**
- ▶ **Verifiable detail and data adds credibility**
- ▶ **Keep it short, simple. Avoid complexity and excess analysis**

8

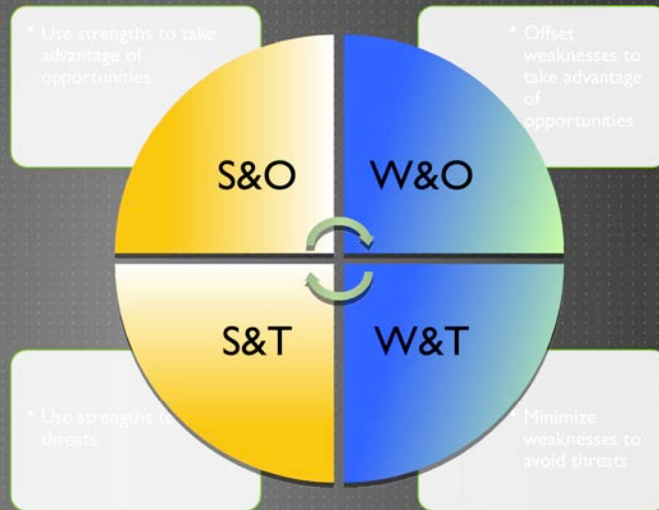
SWOT INTERNAL FACTORS

- ▶ **Strengths and Weaknesses such as:**
 - ▶ Services offered
 - ▶ Governance
 - ▶ Quality of care
 - ▶ Staff experience and knowledge assets
 - ▶ Cost management capabilities
 - ▶ Culture of the organization

SWOT EXTERNAL FACTORS

- ▶ **Opportunities and Threats such as:**
 - ▶ Socio-economic forces
 - ▶ Changes in the health care market
 - ▶ Third party payer mix and directives
 - ▶ Competition
 - ▶ Demand for your services
 - ▶ Emerging technologies
 - ▶ Regulatory opportunities and restrictions
 - ▶ Global pandemic and ensuing economic downturn

SWOT SUMMARY



TARGET KEY ISSUES

- ▶ **Collectively or in sub groups, identify specific areas that need attention**
- ▶ **Targets for change and goal possibilities**
- ▶ **For each issue: determine what you would like to see more of and less of**

VALUES AND MISSION

- ▶ **Identify core values**
- ▶ **Fewer words, more images**
- ▶ **Less left brain, more right**
- ▶ **Creating your mission statement**
 - ▶ **Your challenge to yourselves**
 - ▶ **Sense of higher purpose**
 - ▶ **What you value and believe in**
 - ▶ **Collective touchstone to keep you on track**
 - ▶ **Useful, applicable, brief**

13

SAMPLE MISSION STATEMENT

The aim of PedsOne is to:

Make a better future: by doing superlative work with uncompromising integrity and professionalism.

Sounds lofty, but we believe our standards for excellence as billing specialists means that pediatricians can then provide better care for children. When children are vibrant and healthy, anything is possible and we all sleep better knowing that the future is in good hands. We achieve great results through creative problem solving, attention to detail and being dedicated, driven, experts who are responsive to client needs.

This also means we strive to "be excellent" with our co-workers and vendors and we do that by sharing knowledge, supporting each other and fostering mutual trust and respect.

Nourish 360: A commitment to do excellent work is challenging and requires that we cultivate and sustain all parts of us- our mind by rigorous learning, our body by living healthy, our heart by a rewarding, fun and flexible work environment. This is how we fuel our tanks.

Be of service: We are stewards of the community and world around us. We support and give back because we acknowledge that we are at our best when of service to others. We leave the world better than it was when we found it because it is the right thing to do.

14

PRIORITIZE GOAL POSSIBILITIES

- ▶ **By weighted voting**
- ▶ **Typical methods of evaluating:**
 - ▶ **How connected they are to your overall vision?**
 - ▶ **Financial impact and cost**
 - ▶ **Degree of difficulty**
 - ▶ **Length of time for implementation**

15

IMPLEMENTATION: PLAN FRAMEWORK

- ▶ **For each prioritized goal:**
 - ▶ Assign person or team as owner
 - ▶ Establish time frame with milestones
 - ▶ List major tasks
 - ▶ Estimate budget
 - ▶ Identify possible obstacles

16

S.M.A.R.T GOALS

- ▶ **Specific:** Detailed description of the aim
- ▶ **Measurable:** Quantify to facilitate management, implementation
- ▶ **Attainable:** A stretch that inspires but is realistically reachable
- ▶ **Responsible:** Assigned to a person or department
- ▶ **Time Specific:** A timeline of when the goal should be accomplished

17

IMPLEMENTATION

- ▶ **Why others fail**
 - ▶ 60% don't link strategy to budgeting
 - ▶ 75% don't link employee incentives to strategy
 - ▶ 86% of managers spend < one hour per month discussing strategy
 - ▶ 95% of staff don't understand company vision or strategy.

18

IMPLEMENTATION: “COOL TEAMS”

- ▶ **Communicate**- to employees so they understand how they contribute.
- ▶ **Ordinary**- Build implementation into everyday workflow to keep long-term goals in sight.
- ▶ **Ownership**- Build accountability. Create high visibility to drive the changes by connecting each objective to an owner/team.
- ▶ **Linked**- Implementation is an integral part of the strategic planning discussion.

IMPLEMENTATION: “COOL TEAMS”

- ▶ **Track**- your progress with measures to create a sense of forward motion.
- ▶ **Empowerment**- Provide the necessary tools for each owner to impact the relevant measures.
- ▶ **Achievable**- by limiting the number of goals and actions.
- ▶ **Meaningful**- Create understandable, embraceable vision and values so employees gain buy-in.
- ▶ **Stake**- Encourage ownership- if people don't have a voice and responsibility in the plan, it will be business as usual for all but a few.

Thank you

Tim Rushford, PedsOne
Pediatric Billing Specialists

tim@pedsone.com

866-371-6118

www.pedsone.com



APPENDIX

Center-State Health Center

SWOT Analysis

Strengths

- ▶ Commitment to providing quality care by physicians and staff
- ▶ Strong leadership by CEO
- ▶ Strong support and commitment by board of directors
- ▶ Medical Home designation
- ▶ Day Care component for employees and members of community
- ▶ Mental health and primary care providers working together toward common goals
- ▶ Strong component of specialists within an hour drive of Centerville
- ▶ Leadership team creative problem solvers
- ▶ Employees who are knowledgeable regarding quality improvement strategies
- ▶ Very functional building that allows maximum efficiencies for employees
- ▶ Recognized as a model within the industry
- ▶ Strong information system technology focus
- ▶ Located in an area with an excellent quality of life and strong school systems
- ▶ Accountability to the community and accountability and access to the board and administration
- ▶ Agreement with hospital for benefit grant

APPENDIX

Center-State Health Center SWOT Analysis

Weaknesses

- ▶ Lack of capital/reserves
- ▶ Not having FQHC status

Opportunities

- ▶ Take a leadership role to address health issues within our communities
- ▶ Continue to get a handle on costs associated with health care
- ▶ Continue to measure and accept benchmark data as a valid comparison for quality improvement
- ▶ Be proactive in exploring new technologies available for training, continuing education and recruitment
- ▶ Explore the potential integration of telemedicine technology
- ▶ Be an active participant with developers of senior housing projects
- ▶ Explore the potential of a new building in Hanksville
- ▶ Continue to review media opportunities and how to best communicate the benefits of Center-State to current and future patients
- ▶ Continue to set the bar high and be a model in the health industry
- ▶ Explore what other medical services can be offered

APPENDIX

Center-State Health Center SWOT Analysis

Opportunities (cont)

- ▶ Explore the possibility of hiring or shifting some responsibilities to help with the ever increasing “business demands” of health care
- ▶ Ability to negotiate an agreement for CRDC Hanksville
- ▶ Continue to explore ways to be a pilot for new technology and grant opportunities
- ▶ Build on the services afforded by the Medical Home designation
- ▶ Build on the joint committee meetings and discussions with Hospital
- ▶ Apply for and receive FQHC status

Threats

- ▶ Increasing health care costs and falling revenue
- ▶ Not knowing the impact of a national health care plan
- ▶ Increase charity care
- ▶ Ability to negotiate a fair reimbursement with insurance companies for patient visits
- ▶ Patients not willing to be accountable for their own health and wellness
- ▶ Ability to attract young physicians who will commit to the area
- ▶ Lack of technology viewed as inability to achieve high quality medical care
- ▶ Lack of team or collaborative approach among community providers

APPENDIX

Center-State Health Center

SWOT Analysis

Items to Support

- ▶ Apply for FQHC status
- ▶ Explore potential for new building in Bristol
- ▶ Explore possibilities for new medical services at Center-State
- ▶ Continue negotiations for CRDC Hanksville
- ▶ Explore the possibility of hiring or shifting responsibilities for business demands of health care

APPENDIX: COOL TEAMS PROCESS

- ▶ **Communicate-** to employees so they understand how they contribute.
 - ▶ Monthly email messages
 - ▶ In envelopes with paychecks
 - ▶ Company flyers, newsletters, announcements
 - ▶ Part of staff meetings
- ▶ **Ordinary-** Build implementation into your everyday workflow in order to keep long-term goals in sight, otherwise, the “tyranny of the day-to-day” will take over.
 - ▶ Re-craft job descriptions
 - ▶ Strategic planning is a regular event- annually
- ▶ **Ownership-** Build accountability. Create high visibility to drive the changes by connecting each objective to an owner/team.
 - ▶ Lead by example and prioritize your strategic plan against other demands.
 - ▶ Keep the plan front and center
 - ▶ Talk about the plan regularly, in conversation with colleagues, board members, community members.

APPENDIX: COOL TEAMS PROCESS

- ▶ **Linked-** Implementation is an integral part of the strategic planning discussion.
- ▶ **Track-** your progress with measures to create a sense of forward motion.
 - ▶ Keep the plan alive with your Balanced Scorecard. Team members know where they stand in order to keep implementing the plan.
 - ▶ Input numbers monthly
 - ▶ Report backs by owners at monthly group meetings
- ▶ **Empowerment-** Provide the necessary tools for each owner to impact the relevant measures.
 - ▶ Time, money, people, space, IT
 - ▶ Owners are responsible for requesting resources
 - ▶ Rolled into the overall budget
- ▶ **Achievable-** by limiting the number of goals and actions
 - ▶ Make tough choices of elimination
 - ▶ Prioritizing actions so you know where to begin
 - ▶ Constantly focus on "next steps" so everyone knows what is to be done next

APPENDIX: COOL TEAMS PROCESS

- ▶ **Meaningful-** Create an understandable, embraceable mission, vision and values so employees gain buy-in.
 - ▶ Make sure the plan is simple so that everyone can understand and adopt it
 - ▶ Eliminate jargon
 - ▶ With each work or phrase, ask "what does that mean?"
- ▶ **Stake-** Encourage ownership- if people don't have a stake and responsibility in the plan, it will be business as usual for all but a few.
 - ▶ Tie incentives to overall, team and individual results.
 - ▶ Identification