



Havens Institute for Neurosciences

2008-09 Strategic Plan

As of October 6, 2009

Prepared by M3 Planning, Inc

MISSION STATEMENT

To dramatically improve the quality of life for those experiencing neurological disorders by providing clinical excellence, leading edge research, preventive care, and education

VISION STATEMENT

To be recognized as one of the nation's premier providers of superior, comprehensive, and financially responsible neuroscience services.

CORE VALUES

Our Guiding Principles are:

People: A great place for great people to do great work.

Service: Anticipate customer needs and exceed expectation in a compassionate manner

Quality: Provide excellence by doing the job right the first time

Stewardship: Maximize the use of available, finite resources to meet the current and future needs of the community.

COMPETITIVE ADVANTAGES

Neuroscience Services offered by Regional Competitors

Clinical and support services

- Inpatient/Outpatient Adult Neurology
- Neurodiagnostics
- Inpatient/Outpatient Adult Neurosurgery
- Acute Rehab Unit
- Inpatient/Outpatient rehab therapy (PT, OT, Speech)
- Imaging
- Respiratory Therapy
- Stroke Team
- Trauma Services

Disease-Specific Capabilities

- Balance disorder
- Cognitive Disorders (Alzheimer, others)
- Headache
- Movement disorders (Parkinson, others)

- Neuromuscular Disorders (MS, others)
- Neuro-oncology
- Seizure Disorders (Epilepsy, others)
- Spine/Back
- Sleep Disorders
- Stroke
- Trauma/Brain Injury
- Brain Mapping

ORGANIZATION-WIDE STRATEGIES

Our organization is focused on Product leadership strategy, which is surrounded by time, functionality, and brand. We are going to focus on innovation, program development, and research.

STEWARDSHIP LONG-TERM STRATEGIC PRIORITIES & ORGANIZATION GOALS

- 1. Increase market share by 1% or greater**
 - 1.1. Provide education to the contracted insurance payers on services available
 - 1.2. Capture a larger geographical area from referrals

- 2. Increase volume of patients served by continuing to improve Service Line**
 - 2.1. Increase admissions, surgeries, outpatient ancillary tests by 7% every year
 - 2.2. Research other Neuroscience Service Lines
 - 2.3. Develop a process to implement new trends

- 3. Establish clinical trial financial reporting system**
 - 3.1. Develop a process with the financial department

SERVICE (CUSTOMER) LONG-TERM STRATEGIC PRIORITIES & ORGANIZATION GOALS

- 4. Internal - Continue to develop new relationships that drive business (Product/Service Dev)**
 - 4.1. Promote programs and services
 - 4.2. Offer education on new programs/services
 - 4.3. Build physician relationships

- 5. External - Continue to develop programs that meet the needs of the community (Product/Service Dev)**
 - 5.1. Telemedicine: Implement more specialties services to reach distant patients

QUALITY LONG-TERM STRATEGIC PRIORITIES & ORGANIZATION GOALS

- 6. Technology / Innovation advancement**
 - 6.1. Offer more efficient and economical consults to distant patients
 - 6.2. Neurosurgical services offer new techniques that are less invasive to help reduce the length of stay and cost

- 7. Operations Management**
 - 7.1. Reduce mortality rates and achieve Health Grades "five stars" rating
 - 7.2. Continue to refine research function

- 8. Marketing management**
 - 8.1. Develop marketing plan to present new brand.

9. Increase the level of team cohesiveness by implementing one new program per year (Product/Service Dev)

- 9.1. Create employee by in to new programs and services
- 9.2. Establish project/program objectives with defined roles and responsibilities
- 9.3. Mentor/Coach new and existing employees on program development

10. Increase and continue professional development

- 10.1. Attain training outside of the organization to maintain skills
- 10.2. Continue to roundtable discussions with physician

2008-09 STRATEGIC PLAN - DETAIL

STEWARDSHIP LONG-TERM STRATEGIC PRIORITIES & ORGANIZATION GOALS

1. Increase market share by 1% or greater

1.1. Provide education to the contracted insurance payers on services available (6-30-2009) (Administration) Measure: Quarterly Target: 4

| Department Goals | Who | Start Date | End Date |
|--|----------------|------------|-----------|
| 1.1.1. Provide group tours, deliver educational materials, and contact information | Administration | 7-1-2008 | 6-30-2009 |

1.2. Capture a larger geographical area from referrals (6-30-2009) (Administration) Measure: Quarterly Target: 4

| Department Goals | Who | Start Date | End Date |
|---|----------------|------------|-----------|
| 1.2.1. Implement a referral program that brings in 20 new patients from outside the area monthly. | Administration | 7-1-2008 | 6-30-2009 |

2. Increase volume of patients served by continuing to improve Service Line

2.1. Increase admissions, surgeries, outpatient ancillary tests by 7% every year (6-30-2009) (Operations) Measure: Monthly Target: 12

| Department Goals | Who | Start Date | End Date |
|--|------------|------------|-----------|
| 2.1.1. Increase efficiency to decrease amount of time needed to process a new patient to 15 minutes. | Operations | 7-1-2008 | 6-30-2009 |
| 2.1.2. Develop process manual and present to staff. | Operations | 8-15-2008 | 9-30-2008 |
| 2.1.3. Encourage ideas and suggestions from patients and staff. | Operations | 7-1-2008 | 6-30-2009 |

2.2. Research other Neuroscience Service Lines (6-30-2009) (Operations) Measure: Monthly Target: 12

| Department Goals | Who | Start Date | End Date |
|---|------------|------------|-----------|
| 2.2.1. Research other Hospitals that have a Neurosciences department to benchmark against | Operations | 7-1-2008 | 6-30-2009 |

2.3. Develop a process to implement new trends (6-30-2009) (Operations) Measure: Quarterly Target: 4

3. Establish clinical trial financial reporting system

3.1. Develop a process with the financial department (6-30-2009)
(Administration)

Measure: Monthly

Target: 12

| Department Goals | Who | Start Date | End Date |
|--|----------------|------------|-----------|
| 3.1.1. Work with the financial department to implement process | Administration | 7-1-2008 | 6-30-2009 |
| 3.1.2. Review reports from finance for accuracy | Administration | 7-1-2008 | 6-30-2009 |

4. Internal - Continue to develop new relationships that drive business (Product/Service Dev)

4.1. Promote programs and services (6-30-2009) (Administration) Measure: quarterly Target: 4

| Department Goals | Who | Start Date | End Date |
|---|----------------|------------|-----------|
| 4.1.1. Establish in-services and lectures to promote internally to hospital staff. | Administration | 7-1-2008 | 6-30-2009 |
| 4.1.2. Establish in-services to internally for promoting to hospital nursing staff. | Administration | 7-1-2008 | 6-30-2009 |

4.2. Offer education on new programs/services (6-30-2009) (Human Resources) Measure: Quarterly Target: 4

| Department Goals | Who | Start Date | End Date |
|--|-----------------|------------|-----------|
| 4.2.1. Conduct in-service to departments | Human Resources | 7-1-2008 | 6-30-2009 |
| 4.2.2. Conduct presentations to local and rural communities on services/programs available | Administration | 7-1-2008 | 6-30-2009 |

4.3. Build physician relationships (6-30-2009) (Operations) Measure: Quarterly Target: 4

| Department Goals | Who | Start Date | End Date |
|--|------------|------------|-----------|
| 4.3.1. Develop relationships by visiting doctors' offices to determine needs | Operations | 7-1-2008 | 6-30-2009 |
| 4.3.2. Increase our visibility to doctors outside the hospital network. | Operations | 7-1-2008 | 6-30-2009 |

5. External - Continue to develop programs that meet the needs of the community (Product/Service Dev)

5.1. Telemedicine: Implement more specialties services to reach distant patients (6-30-2009) (Administration) Measure: Monthly Target: 12

| Department Goals | Who | Start Date | End Date |
|---|----------------|------------|-----------|
| 5.1.1. Increase the usage from other disciplines, other than stroke | Administration | 7-1-2008 | 6-30-2009 |
| 5.1.2. Site Visits to discuss stroke protocols | Administration | 7-1-2008 | 6-30-2009 |

6. Technology / Innovation advancement

6.1. Offer more efficient and economical consults to distant patients (6-30-2009) (Administration) Measure: Quarterly Target:

| Department Goals | Who | Start Date | End Date |
|--|----------------|------------|-----------|
| 6.1.1. Engage physicians to use new technology | Administration | 7-1-2008 | 6-30-2009 |

6.2. Neurosurgical services offer new techniques that are less invasive to help reduce the length of stay and cost (6-30-2009) (Operations) Measure: Quarterly Target: 4

| Department Goals | Who | Start Date | End Date |
|---|---------|------------|-----------|
| 6.2.1. Run reports to illustrate LOS and cost | Finance | 7-1-2008 | 6-30-2009 |

7. Operations Management

7.1. Reduce mortality rates and achieve Health Grades "five stars" rating (6-30-2009) (Administration) Measure: Quarterly Target: 4

| Department Goals | Who | Start Date | End Date |
|---|----------------|------------|-----------|
| 7.1.1. Implement stroke protocols and inservice physicians and nurses in ED | Administration | 7-1-2008 | 6-30-2009 |

7.2. Continue to refine research function (6-30-2009) (Operations) Measure: Quarterly Target: 4

| Department Goals | Who | Start Date | End Date |
|---|----------------|------------|-----------|
| 7.2.1. Establish relationships with pharmaceutical companies | Operations | 7-1-2008 | 6-30-2009 |
| 7.2.2. Read the latest journals on neuro science to stay current on advancements and new ideas. | Administration | 7-1-2008 | 6-30-2009 |

8. Marketing management

8.1. Develop marketing plan to present new brand. (6-30-2009) (Administration) Measure: % complete Target: 100%

| Department Goals | Who | Start Date | End Date |
|--|----------------|------------|-----------|
| 8.1.1. Provide material that illustrates programs and services available | Operations | 7-1-2008 | 6-30-2009 |
| 8.1.2. Develop media campaign to present new brand through TV, newspaper, magazines, and billboards. | Administration | 7-1-2008 | 6-30-2009 |
| 8.1.3. Establish schedule for regular press releases. | Administration | 8-1-2008 | 8-20-2008 |
| 8.1.4. Send out quarterly newsletter announcing new developments | Finance | 7-1-2008 | 6-30-2009 |

9. Increase the level of team cohesiveness by implementing one new program per year (Product/Service Dev)

9.1. Create employee by in to new programs and services (6-30-2009) (Human Resources) Measure: Weekly meetings Target: 50

| Department Goals | Who | Start Date | End Date |
|---|-----------------|------------|-----------|
| 9.1.1. Produce an agenda for each meeting and distribute 2 days in advance. | Human Resources | 7-1-2008 | 6-30-2009 |

9.2. Establish project/program objectives with defined roles and responsibilities (6-30-2009) (Human Resources) Measure: Quarterly Target: 4

| Department Goals | Who | Start Date | End Date |
|--|----------------|------------|-----------|
| 9.2.1. Stroke Program: Discuss new updates, objectives, and task associated to program | Administration | 7-1-2008 | 6-30-2009 |
| 9.2.2. MS Program: Attain more research projects | Operations | 7-1-2008 | 6-30-2009 |

9.3. Mentor/Coach new and existing employees on program development (Human Resources) Measure: Target:

| Department Goals | Who | Start Date | End Date |
|---|-----------------|------------|-----------|
| 9.3.1. Provide feed back on tasks | Human Resources | 7-1-2008 | 6-30-2009 |
| 9.3.2. Assist new and existing employees on new processes | Human Resources | 7-1-2008 | 6-30-2009 |

10. Increase and continue professional development

10.1. Attain training outside of the organization to maintain skills (6-3-2009) (Human Resources) Measure: Target:

| Department Goals | Who | Start Date | End Date |
|---|-----------------|------------|-----------|
| 10.1.1. Bring in at least 3 trainings a year. | Human Resources | 7-1-2008 | 6-30-2009 |

10.2. Continue to roundtable discussions with physician (6-30-2009) (Administration) Measure: # of annual roundtables held Target: 4

| Department Goals | Who | Start Date | End Date |
|---|----------------|------------|-----------|
| 10.2.1. Present ideas from roundtable discussions at departmental meetings. | Administration | 7-1-2008 | 6-30-2009 |

Internal

Strengths

- As proven leaders and advisors in the healthcare industry, Neurosciences faculty members facilitate a process of discovery and innovation by maintaining productive ties with leaders in the pharmaceutical, biotechnology and medical device industries.
- The Neurosciences outreach effort is an attempt to talk to the community about neurological disorders with the belief that knowledge presented clearly and honestly will reduce fear and encourage healthy, sometimes life-saving, behavior.

Weaknesses

- Our initial success and visibility as a community hospital in the area, this will make our employees, especially nursing, vulnerable to hiring attempts by other hospitals.
- Communication is a key factor in any organization. The chain of understanding that integrates the individuals of an organization from the top down.
- Lack of physician commitment. The importance of physician-organization alignment is necessary to condition for building and sustaining integrated healthcare systems

External

Opportunities

- Ability to provide programs and services that is dependent of the continued business development efforts utilizing staff, all management levels, and the community
- Not-for-profit status give the community a sense of ownership
- Technology advancements
- Research

Threats

Operating Environment:

- Political-reimbursement
- Environment-economic indicator
- technological - top trends

Market:

- Aging community, increased population growth

APPENDIX B: 2009 - 2013 ROADMAP

| Long-Term Strategic Priorities & Organization-Wide Goals | Short Term Goals (2009) | Mid Term Goals (2010-2011) | Long Term Goals (2012-2013) |
|--|-------------------------|----------------------------|-----------------------------|
| 1. Increase market share by 1% or greater | | | |
| 1.1. Provide education to the contracted insurance payors on services available | ✓ | | |
| 1.2. Capture a larger geographical area from referrals | ✓ | | |
| 2. Increase volume of patients served by continuing to improve Service Line | | | |
| 2.1. Increase admissions, surgeries, outpatient ancillary tests by 7% every year | ✓ | | |
| 2.2. Research other Neuroscience Service Lines | ✓ | | |
| 2.3. Develop a process to implement new trends | ✓ | | |
| 3. Establish clinical trial financial reporting system | | | |
| 3.1. Develop a process with the financial department | ✓ | | |
| 4. Internal - Continue to develop new relationships that drive business (Product/Service Dev) | | | |
| 4.1. Promote programs and services | ✓ | | |
| 4.2. Offer education on new programs/services | ✓ | | |
| 4.3. Build physician relationships | ✓ | | |
| 5. External - Continue to develop programs that meet the needs of the community (Product/Service Dev) | | | |
| 5.1. Telemedicine: Implement more specialties services to reach distant patients | ✓ | | |
| 6. Technology / Innovation advancement | | | |
| 6.1. Offer more efficient and economical consults to distant patients | ✓ | | |
| 6.2. Neurosurgical services offer new techniques that are less invasive to help reduce the length of stay and cost | ✓ | | |
| 7. Operations Management | | | |
| 7.1. Reduce mortality rates and achieve Health Grades "five stars" rating | ✓ | | |
| 7.2. Continue to refine research function | ✓ | | |
| 8. Marketing management | | | |
| 8.1. Develop marketing plan to present new brand. | ✓ | | |
| 9. Increase the level of team cohesiveness by implementing one new program per year (Product/Service Dev) | | | |
| 9.1. Create employee by in to new programs and services | ✓ | | |
| 9.2. Establish project/program objectives with defined roles and responsibilities | ✓ | | |
| 9.3. Mentor/Coach new and existing employees on program development | | | |
| 10. Increase and continue professional development | | | |
| 10.1. Attain training outside of the organization to maintain skills | ✓ | | |
| 10.2. Continue to roundtable discussions with physician | ✓ | | |

APPENDIX C: 2009 - 2012 BUDGET

| Goals and Action Items | 2009 | 2010 | 2011 | 2012 |
|--|-----------|------|------|------|
| Increase market share by 1% or greater | - | - | - | - |
| 1.1. Provide education to the contracted insurance payers on services available | - | - | - | - |
| 1.1.1. Provide group tours, deliver educational materials, and contact information | \$ 100.00 | - | - | - |
| 1.1.1.1. Follow-up on leads received. | - | - | - | - |
| 1.2. Capture a larger geographical area from referrals | - | - | - | - |
| 1.2.1. Implement a referral program that brings in 20 new patients from outside the area monthly. | \$ 100.00 | - | - | - |
| 1.2.1.1. Offer giftcards to area merchants to patients who refer their friends and family members. | - | - | - | - |
| Increase volume of patients served by continuing to improve Service Line | - | - | - | - |
| 2.1. Increase admissions, surgeries, outpatient ancillary tests by 7% every year | - | - | - | - |
| 2.1.1. Increase efficiency to decrease amount of time needed to process a new patient to 15 minutes. | - | - | - | - |
| 2.1.2. Develop process manual and present to staff. | \$ 50.00 | - | - | - |
| 2.1.3. Encourage ideas and suggestions from patients and staff. | - | - | - | - |
| 2.1.3.1. Implement an average of 3 new ideas monthly from suggestions received. | - | - | - | - |
| 2.1.3.2. Develop a place on our website for patients and staff to place their ideas. | \$ 100.00 | - | - | - |
| 2.2. Research other Neuroscience Service Lines | - | - | - | - |
| 2.2.1. Research other Hospitals that have a Neurosciences department to benchmark against | - | - | - | - |
| 2.3. Develop a process to implement new trends | - | - | - | - |
| Establish clinical trial financial reporting system | - | - | - | - |
| 3.1. Develop a process with the financial department | - | - | - | - |
| 3.1.1. Work with the financial department to implement process | - | - | - | - |
| 3.1.2. Review reports from finance for accuracy | - | - | - | - |
| Internal - Continue to develop new relationships that drive business (Product/Service Dev) | - | - | - | - |
| 4.1. Promote programs and services | - | - | - | - |
| 4.1.1. Establish in-services and lectures to promote internally to hospital staff. | \$ 100.00 | - | - | - |
| 4.1.1.1. Develop a schedule for new staff with Human Resources. | - | - | - | - |
| 4.1.1.2. Develop a schedule for current staff with Human Resources. | - | - | - | - |
| 4.1.2. Establish in-services to internally for promoting to hospital nursing staff. | \$ 100.00 | - | - | - |
| 4.1.2.1. Develop schedule with the head of nursing. | - | - | - | - |
| 4.2. Offer education on new programs/services | - | - | - | - |
| 4.2.1. Conduct in-service to departments | \$ 100.00 | - | - | - |
| 4.2.1.1. Develop schedule with input from department administrators. | - | - | - | - |
| 4.2.2. Conduct presentations to local and rural communities on services/programs available | \$ 100.00 | - | - | - |
| 4.2.2.1. Create schedule for off-site trainings. | - | - | - | - |
| 4.2.2.2. Create list of potential attendees. | - | - | - | - |

| | | | | |
|--|-----------|---|---|---|
| 4.3. Build physician relationships | - | - | - | - |
| 4.3.1. Develop relationships by visiting doctors' offices to determine needs | \$ 100.00 | - | - | - |
| 4.3.1.1. Provide doctors with a list of services provided. | - | - | - | - |
| 4.3.1.2. Hold an Open House for doctors and their staff to visit the facility. | - | - | - | - |
| 4.3.2. Increase our visibility to doctors outside the hospital network. | \$ 100.00 | - | - | - |
| 4.3.2.1. Send out fliers with list of services to doctors offices. | - | - | - | - |
| 4.3.2.2. Invite doctors and their staff to an Open House to visit the facility. | - | - | - | - |
| External - Continue to develop programs that meet the needs of the community (Product/Service Dev) | - | - | - | - |
| 5.1. Telemedicine: Implement more specialties services to reach distant patients | \$ 100.00 | - | - | - |
| 5.1.1. Increase the usage from other disciplines, other than stroke | - | - | - | - |
| 5.1.2. Site Visits to discuss stroke protocols | - | - | - | - |
| Technology / Innovation advancement | - | - | - | - |
| 6.1. Offer more efficient and economical consults to distant patients | - | - | - | - |
| 6.1.1. Engage physicians to use new technology | - | - | - | - |
| 6.1.1.1. Offer training to rural doctors on new technologies available. | \$ 100.00 | - | - | - |
| 6.2. Neurosurgical services offer new techniques that are less invasive to help reduce the length of stay and cost | - | - | - | - |
| 6.2.1. Run reports to illustrate LOS and cost | - | - | - | - |
| Operations Management | - | - | - | - |
| 7.1. Reduce mortality rates and achieve Health Grades "five stars" rating | - | - | - | - |
| 7.1.1. Implement stroke protocols and inservice physicians and nurses in ED | \$ 100.00 | - | - | - |
| 7.1.1.1. Research protocols and best practices from other 5 star hospitals. | - | - | - | - |
| 7.2. Continue to refine research function | - | - | - | - |
| 7.2.1. Establish relationships with pharmaceutical companies | - | - | - | - |
| 7.2.1.1. Follow-up with FDA on findings about new drugs being offered. | - | - | - | - |
| 7.2.2. Read the latest journals on neuro science to stay current on advancements and new ideas. | - | - | - | - |
| 7.2.2.1. Discuss information covered in journals at monthly departmental meetings. | - | - | - | - |
| Marketing management | - | - | - | - |
| 8.1. Develop marketing plan to present new brand. | - | - | - | - |
| 8.1.1. Provide material that illustrates programs and services available | \$ 100.00 | - | - | - |
| 8.1.1.1. Present materials to doctors' offices, clinics, and health centers. | - | - | - | - |
| 8.1.2. Develop media campaign to present new brand through TV, newspaper, magazines, and billboards. | \$ 100.00 | - | - | - |
| 8.1.2.1. Have a Press Day to allow the media to tour the facilities and hear about the new programs and services. | - | - | - | - |
| 8.1.3. Establish schedule for regular press releases. | \$ 100.00 | - | - | - |
| 8.1.3.1. Use human interest stories and interesting educational facts for the press releases. | - | - | - | - |
| 8.1.4. Send out quarterly newsletter announcing new developments | - | - | - | - |
| Increase the level of team cohesiveness by implementing one new program per year (Product/Service Dev) | - | - | - | - |

| | | | | |
|--|-------------------|----------------|----------------|----------------|
| 9.1. Create employee by in to new programs and services | - | - | - | - |
| 9.1.1. Produce an agenda for each meeting and distribute 2 days in advance. | - | - | - | - |
| 9.2. Establish project/program objectives with defined roles and responsibilities | - | - | - | - |
| 9.2.1. Stroke Program: Discuss new updates, objectives, and task associated to program | - | - | - | - |
| 9.2.2. MS Program: Attain more research projects | - | - | - | - |
| 9.3. Mentor/Coach new and existing employees on program development | - | - | - | - |
| 9.3.1. Provide feed back on tasks | - | - | - | - |
| 9.3.2. Assist new and existing employees on new processes | - | - | - | - |
| Increase and continue professional development | - | - | - | - |
| 10.1. Attain training outside of the organization to maintain skills | \$ 100.00 | - | - | - |
| 10.1.1. Bring in at least 3 trainings a year. | - | - | - | - |
| 10.1.1.1. Determine what areas of training are needed most by the staff. | - | - | - | - |
| 10.2. Continue to roundtable discussions with physician | - | - | - | - |
| 10.2.1. Present ideas from roundtable discussions at departmental meetings. | - | - | - | - |
| Totals | \$ 1650.00 | \$ 0.00 | \$ 0.00 | \$ 0.00 |

APPENDIX D: SCORECARD AND EVALUATION PLAN

| Organization Goals | Key Performance Indicators | Target | YTD | Variance |
|---|------------------------------|--------|------|----------|
| 1.1. Provide education to the contracted insurance payors on services available | Quarterly | 4 | 3 | 75% |
| 1.2. Capture a larger geographical area from referrals | Quarterly | 4 | 3 | 75% |
| 8.1. Develop marketing plan to present new brand. | % complete | 100% | 100% | 100% |
| 9.1. Create employee by in to new programs and services | Weekly meetings | 50 | 24 | 48% |
| 10.2. Continue to roundtable discussions with physician | # of annual roundtables held | 4 | 3 | 75% |