

Strategic Business Plan

(2013-2018)

**Northland’s Mission**

Northland Healthcare Alliance, a Catholic-led union of healthcare providers linked though a strategic partnership for the purpose of providing quality supportive healthcare services for its members.

**Northland’s Vision**

Fostering integrated solutions and services for its members

**Core Activities**

* Grants Development
* Shared Services
* Networking
* Education
* Advocacy

**Strategic Goals – 2013 -2018**

Strategic Goal 1: Expand and support the ongoing success of Northland to acquire, manage and provide funding and financial grants to augment efforts of network development and to increase the effectiveness of collaborative efforts to improve the quality of healthcare in each community

Strategic Goal 2: Provide a voice and a communication vehicle to insure the continuance of access to healthcare services for the citizens of their communities including the underserved and needy populations through advocacy efforts to educate and promote fair and feasible processes for this effort.

Strategic Goal 3: Provide the means to coordinate services and resources that can be shared effectively among the members to strengthen the capacity to deliver healthcare in their communities.

Strategic Goal 4**:** Prepare and assist in the alignment of tools and capacities necessary to assist Northland members to be prepared to participate in a highly functioning integrated delivery network

**Strategic Business Goal #1**

**Expand and support the ongoing success of Northland to acquire, manage and provide funding and financial grants to augment efforts of network development and to increase the effectiveness of collaborative efforts to improve the quality of healthcare in each community.**

Objective 1-1: Develop a planned effort to enhance grants program and ability to more effectively use grants to assist members to accomplish their organization’s goals

* Tactic 1.1.1: Hire or share a full time grants writer and funding person
* Tactic 1.1.2: Establish guidelines, policies and structure for the use of a network based grants management service
* Tactic 1.1.3: Develop a Grants Swat Team to meet quickly (15-30 minutes monthly) to review grant opportunity and determine interest and a feedback mechanism for potential funding opportunities. (brainstorming and opportunities available discussion)
* Tactic 1.1.4: Develop an Annual Grants Plan to assist in the planning and allocation of time to write grants and develop proposals.

Objective 1-2: Expand grants and funding opportunities for members through grant notification and grants management service

* Tactic 1.2.1: Provide a monthly grants letter that we share in a quick way with all potential funding opportunities that are relevant for our healthcare members.

Tactic 1.2.2: Provide training and education to members to assist them in the development of ideas and programs that would be suitable for grant funding.

Strategic Business Goal #2

**Provide a voice and a communication vehicle to insure the continuance of access to healthcare services** **for the citizens of their communities including the underserved and needy populations through advocacy efforts to educate and promote fair and feasible processes for this effort.**

Objective 2.1 Develop a communications and public relations plan to effectively describe the intent and mission of Northland that augments the work of each member in the communities to promote access to underserved populations and insure the continuance of healthcare services in the rural environment.

 Tactic 2.1.1: Develop a draft plan and establish a review committee to give guidance as to changes and commitment to carry out a well

 developed program.

 Tactic 2.1.2: Present a plan to the board that will provide tools to the members to assist them in communicating positive efforts to

 demonstrate community benefit and illustrate programs that help.

Tactic 2.1.3: Review community benefit plans and create a roundtable group to share ideas and provide effective tools to meet the standards of the program

Tactic 2.1.4: Insure that efforts to improve access to underserved populations are coordinated with state and federal initiative in this area.

Tactic 2.1.5: Develop a committee to interact with legislators.

Tactic 2.1.6: Pursue relevant funding initiatives that fit the needs determined by assessments and discussions around those needs.

Strategic Business Goal #3

**Provide the means to coordinate services and resources that can be shared effectively among the members to strengthen the capacity to delivery healthcare in their communities.**

Objective 3.1: Establish a plan to coordinate services among members and to provide guidance and management for the development of those shared services.

* Tactic 3.1.1: Work with members to find services that can be shared and develop an implementation plan with the organizations to provide service exchange.
* Tactic 3.1.2: Provide a template for the members to use to be able to structure service and provide mechanism for billing
* Tactic 3.1.3: Select two initial programs and successfully guide the process to implement the services across the network.
* Tactic 3.1.4: Put together a showcase of different services that can be offered.

Objective 3.2: Hire a COO to assist in the development of programs and assist in the coordination of services between members.

* Tactic 3.2.1: Develop a job description for a COO which includes project management, grants management and healthcare administration. A big plus would be an individual with healthcare insurance and health plan development background
* Tactic 3.2.2: Advertise and hire most qualified candidate
* Tactic 3.2.3: Assign portfolio of services to COO
* Tactic 3.2.4: Assign project development to this individual
* Tactic 3:2:5: Develop succession plan for CEO

Objective 3.3: Define specific services and programs that can be expanded or started that meet the current needs of members in this changing healthcare environment

* Tactic 3.3.1: Establish a central HIT Services for members in an effort to expand abilities, stabilize workforce and use funds in the most effective manner possible.

a. Use funds acquired through grant initiatives to establish the necessary infrastructure to fully operate a service among the member organization.

b. Demonstrate the plan to members to give them assurances regarding the abilities that can be shared across the network.

* Tactic 3.3.2: Combine resources with St. Alexius to provide Financial Services to members across the network. Northland would continue to provide collection services and would work with St. Alexius with joint CFO functions and account billing services.
* Tactic 3.3.3: Develop a Workforce Development Plan across the network. Included in this tactic is the likely funding for HIT Workforce Training and the creation of a Network Based Nursing Staffing Service.
* Tactic 3.3.4: Establish in a very short period of time the resources, training and processes to assist all member facilities with the implementation of ICD-10.
* Tactic 3.3.5: Develop services around Group Purchasing and determine benefits available to members from systems purchasing groups also.
* Tactic 3.3.6: Expand the value of Northland’s BioMed expertise by offering staff extension services to members and giving members the option of using Northland’s staff to meet the staffing challenges relating to equipment servicing.
* Tactic 3.3.7: Develop standardization of equipment, contracts and supplies among members in an effort to reduce costs for training and maintenance and future upgrades.
* Tactic 3.3.8: Develop a job description for a network marketing person and hire individual to promote and assist members to understand and take advantage of programs and services available through the network.

Objective 3.4 : - Coordinate educational opportunities that assist facilities to meet regulatory requirement and also improve the feasibility of effectively keeping staff trained.

* Tactic 3.4.1: Reinvigorate meaningful task forces to discuss group educational needs and opportunities.
* Tactic 3.4.2: Provide a task force format and training to creates a better method of communication of services and benefits of the network going back to the members and staff inside member facilities.

**Strategic Business Goal #4**

**Prepare and assist in the alignment of tools and capacities necessary to assist Northland members to be able to be prepared to participate in a highly functioning Integrated Delivery Network.**

Objective 1: Work with Consultive Team to create a ways to assist in the development of an Integrated Delivery Network

* Tactic 4.1.1: Provide research into the key component of a well-developed integrated delivery network
* Tactic 4.1.2: Solicit proposals for consultant services to assist in the design and development of tools and capacities for members to participate in a full service healthcare integrated delivery network.

Objective 2: Determine what service capacity and expertise is available as probable low hanging fruit and work to develop key pieces necessary to be able to manage care in the network.

* Tactic 4.2.1: Evaluate the current IDN services that are being provided inside the network and determine how such services would be effective in building the IDN. (Care Coordination, Case Management, Risk Management, Cost Accounting)
* Tactic 4.2.2: Figure out what tools and capacities can be consolidated
* Tactic 4.2.3: Determine how to use lessons learned in Care Coordination and PACE Model that could be carried over and developed into a viable and marketable service to Insurance providers and governmental coverage entities.

Objective 3: Develop a strategy in collaboration with physician groups that aligns and integrates clinicians in the network, community by community. (May need to start in the outer rings and work inward)

* Tactic 4.3.1: Provide a strong dose of education and persuasive appeal to physicians individually on the imminent changes coming in the delivery of healthcare.
* Tactic 4.3.2: Develop with top physician leadership and opinion leaders some key components of initial integration that would provide “win-win” benefit to all and provide some initial steps that move towards full integration.
* Tactic 4.3.3: Initial a plan to bring physician groups into Northland to receive network benefits as directed by legal council.

Objective 4: The network will build centralized financial systems that work towards risk sharing and coordination and compatibility of information systems.

* Tactic 4.4.1: See tactic 3.3.2 above.
* Tactic 4.4.2: Using a data manager to gather data through centralized access to report to begin to establish benchmarking tools to measure effectiveness of care delivery processes

Objective 5: Establish practices and systems that have a patient centered focus and coordinate care services in a fluid and competent manner.

Objective 6: A united effort is engrained in each system and process to continually improve and increase the effectiveness and quality of care delivered using captured data to evaluate efforts and end results.

* Tactic 4.6.1: Using Northland’s data manager, begin to gather data that is useful in predicting and defining quality service delivery among members. As data is gathered and shared it will be a matter of comparing effectiveness of services that are delivered.

Objective 7: Create an effective health information wide area network that links providers together with critical patient information and effective tools to manage the delivery of care in transitions and internally as appropriate.

* Tactic 4.7.1: Using the network as a the coordinator of this initiative, approach the Health Care Connect fund to provide saving and resources to augment the costs of broadband connections and overall costs associated with HIT.