



Havens Institute for Neurosciences

Administration 2008-2009 Strategic Plan

As of October 6, 2009

Prepared by M3 Planning, Inc

MISSION STATEMENT

Make a genuine difference for the many lives we touch by optimizing our patients' healthcare experience. Renown has four fundamentals that is key to their mission statement.

VISION STATEMENT

To be recognized as an innovational leader by providing comprehensive services to the community of northern Nevada and its 27 rural hospitals.

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

A nationally recognized, not-for-profit health network. Is the most comprehensive healthcare networks with leading specialists in every major field of medicine. Staff is dedicated, modern facilities, state-of-the-art technology, commitment to quality care, and role in educating future physicians and nurses.

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.

STRATEGIC PLAN-AT-A-GLANCE

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**

- 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

- 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

- 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.

PEOPLE LONG-TERM STRATEGIC PRIORITIES & ORGANIZATION GOALS

- 9. Increase the level of team cohesiveness by implementing one new program per year (Product/Service Dev)**
 - 9.2. Establish project/program objectives with defined roles and responsibilities

10. Increase and continue professional development

10.2. Continue to roundtable discussions with physician

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 & Team Member 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
1.1.1.1. Follow-up on leads received.	Emily Darcy	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 & Team Member 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
1.2.1.1. Offer giftcards to area merchants to patients who refer their friends and family members.	Emily Darcy	7-1-2008	6-30-2009

2. Increase volume of patients served by continuing to improve Service Line**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 & Team Member 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 & Team Member 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
4.1.1.1. Develop a schedule for new staff with Human Resources.	Paul Phillips	7-1-2008	8-15-2008
4.1.1.2. Develop a schedule for current staff with Human Resources.	Paul Phillips	7-1-2008	8-15-2008
4.1.2. Establish in-services to internally for promoting to hospital nursing staff.	Administration	7-1-2008	6-30-2009
4.1.2.1. Develop schedule with the head of nursing.	Paul Phillips	7-1-2008	8-15-2008

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

Department Goals & Team Member Goals	Who	Start Date	End Date
4.2.2. Conduct presentations to local and rural communities on services/programs available	Administration	7-1-2008	6-30-2009
4.2.2.1. Create schedule for off-site trainings.	Paul Phillips	8-15-2008	9-30-2008
4.2.2.2. Create list of potential attendees.	Emily Darcy	9-1-2008	10-15-2008

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 & Team Member 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 & Team Member Goals	Who	Start Date	End Date
6.1.1. Engage physicians to use new technology	Administration	7-1-2008	6-30-2009
6.1.1.1. Offer training to rural doctors on new technologies available.	Paul Phillips	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 & Team Member 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
7.1.1.1. Research protocols and best practices from other 5 star hospitals.	Paul Phillips	7-1-2008	8-30-2008

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

Department Goals & Team Member Goals	Who	Start Date	End Date
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
7.2.2.1. Discuss information covered in journals at monthly departmental meetings.	Paul Phillips	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 & Team Member Goals	Who	Start Date	End Date
8.1.2. Develop media campaign to present new brand through TV, newspaper, magazines, and billboards.	Administration	7-1-2008	6-30-2009
8.1.2.1. Have a Press Day to allow the media to tour the facilities and hear about the new programs and services.	Emily Darcy	8-1-2008	9-15-2009
8.1.3. Establish schedule for regular press releases.	Administration	8-1-2008	8-20-2008
8.1.3.1. Use human interest stories and interesting educational facts for the press releases.	Emily Darcy	9-1-2008	6-30-2009

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

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

Measure: Quarterly Target: 4

Department Goals & Team Member 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

10. Increase and continue professional development

10.2. Continue to roundtable discussions with physician (6-30-2009) (Administration)

Measure: # of annual roundtables held Target: 4

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