

Creating Momentum in the Network: Effective & Engaged Communication

Section E of the Self-Assessment Tool



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Learning Community Working Agenda: Effective & Engaged Communication

- Overview & Context for the Session
- Leveraging the Self-Assessment Tool – Section E: Final Section!
- What are Foundational Elements of effective communication? (E14-17)
- Key Stakeholders & Value through engaging communication (E18)
- Market Demands/Service (E19-21)
- Board Actions/Retention through sound communication (E22-26)

Board (Public) Agreement: Recommended Communication Tool for Structure

- Arrive on Time & End on Time
- Engage in Deep Listening: Avoid Technology Temptations
- Pose Questions/Leverage Critical Inquiry: Someone else probably has the same inquiry
- Set Board Metrics & Monitor Regularly – every Network Board is unique
- Take on one learning opportunity between meetings & provide an update on the impact
- Leave politics at the door & bring respect into the room

Network Self-Assessment Tool



The Case for Change Leadership: Rural Health Networks

From a national conversational perspective, the first informal meetings of NCHN (National Cooperative of Health Networks) began in the late 1980's. Early **network pioneers** would choose a regional location, and meet for a few days to discuss activities of their networks. The five to seven members represented newly **organized networks, each unique and a visionary** in forging a new approach to **forming relationships among largely competitive institutions and providers to achieve quality, affordable, and sustainable health care**, particularly in rural areas (Adapted from the [NCHN Website](#))

The First Requirement of Network Communication: Vision

14. The vision of the Network is:

- ☐ Completely clear
- ☐ Defined
- ☐ Getting there
- ☐ An outline
- ☐ Uncertain



Network Vision Example



Vision:

Rural Wisconsin communities will be the healthiest in America.

([Vision, Mission & Strategic Priorities](#))

One Year Anniversary Communication

- 14a. When the Network is one year old, what accomplishment is the membership most confident about?
- 14b. When the Network is one year old, what goal or intention appears the most at risk and may not be accomplished?



2nd Requirement for Network Communication

15. The primary function of the Network is clearly defined (products, services, or value proposition).

- ☐ Fully
- ☐ Mostly
- ☐ Generally
- ☐ Somewhat
- ☐ Barely



Describe the primary function and/or purpose of the Network in a short pitch (3-4 sentences):

3rd Requirement for Network Communication: Mission

16. The mission of the Network is defined.

- ☐ Fully
- ☐ Mostly
- ☐ Generally
- ☐ Somewhat
- ☐ Barely



17. Briefly describe the Network mission:

Sample Network Mission

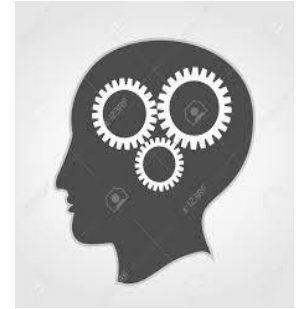


The mission of the Greater Delta Alliance for Health (GDAH) is to create and implement sustainable community solutions to improve Southeast Arkansas rural healthcare infrastructure by improving access to health care services, improving health information technology, promoting healthy lifestyles, and reducing health care costs through advocacy.

([Greater Delta Alliance for Health](#))

Community Assessment: Who & What

18. What communities are served by the Network? Briefly describe the community support for the Network.



Community Name	Benefit to be provided by the Network to the Community	Community Support to be provided to the Network	Rate (1-5) the probable success of the proposed community support (1 = little, 5 = significant)
1.			
2.			
3.			

4th Requirement for Network Communication: Market for Services

19. The Network understands and has identified the primary market or demand for the products and/or services within the identified communities:

- ☐ Fully
- ☐ Mostly
- ☐ Generally
- ☐ Somewhat
- ☐ Barely



4th Requirement for Network Communication: Market for Services

19 (continued). The Network understands and has identified the primary market or demand for the products and/or services within the identified communities:

Who is in the Market?	What might they purchase?	When will they be contacted?	Rate (1-5) their potential level of engagement (1 = little, 5 = significant)
1.			
2.			
3.			
4.			

5th Network Communication Requirement: What are you providing? Who is buying?

20. The Network is aware of what communication and marketing channels will be utilized to move the products/services to the identified communities:

- ☐ Fully
- ☐ Mostly
- ☐ Generally
- ☐ Somewhat
- ☐ Barely




21. What methods will you utilize? Are these tested and evaluated methods? How do you know they will work?

Sample of Market Tracking


Western Healthcare Alliance (WHA)
Statement of Return on Investment (ROI)
 01/01/2012 – 12/31/2012

ROI: 49:1



Western Healthcare Alliance
wha1.org

ACTIVITY SUMMARY

	WHA Total		WHA Total
Total Savings from Program Utilization	\$11,564,220	Total HCM Equity Distributed in Cash	\$1,481,049
Cash Plus Equity	\$4,203,550	2012 Member Dues	\$235,800

 **Strategic Leadership**

<input type="checkbox"/> Board facilitation <input type="checkbox"/> Governance board education <input type="checkbox"/> Outreach strategy development <input type="checkbox"/> Service line planning <input type="checkbox"/> Market evaluation	<input type="checkbox"/> Executive Director/CEO mentoring <input type="checkbox"/> Network management <input type="checkbox"/> Network strategic consulting <input checked="" type="checkbox"/> Peer networks Includes WHAAS: \$37,450 <input type="checkbox"/> Strategic planning services
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 **Financial Strength**

<input type="checkbox"/> Financial operational assessments Eide Bailly New 2012 <input checked="" type="checkbox"/> Self-pay billing AR Services <input checked="" type="checkbox"/> Bad debt collections A-1 Collection Agency <input type="checkbox"/> Third-party insurance billing <input type="checkbox"/> Extended business office New 2014 <input checked="" type="checkbox"/> Medical financing <input type="checkbox"/> Chargemaster review	<input type="checkbox"/> Charity & collection policy review <input type="checkbox"/> Admissions review, collections training <input type="checkbox"/> Charge capture audit <input checked="" type="checkbox"/> Benchmarking, reporting HealthData Solutions New 2013 <input type="checkbox"/> Third-party payer contract review Healthcare Consulting Services <input type="checkbox"/> Coding education, consulting <input type="checkbox"/> Denials management
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[Sample ROI Statement \(WHA\)](#)

Communication for Retention

22. The Network has developed clear processes for retaining Board Members and limiting turnover:

- ☐ Completely True
- ☐ Mostly True
- ☐ Somewhat True
- ☐ Not at all



What are the Key Elements of the Board Retention Plan?

Elements of the Board Retention Plan	Key Date for Action & Responsible Party	Anticipated Outcome
1.		
2.		
3.		
4.		

6th Network Communication Tool: Goals

23. The Board has identified the first year goals:

- ☐ Fully
- ☐ Mostly
- ☐ Generally
- ☐ Somewhat
- ☐ Barely



7th Network Communication Tool: \$\$\$

24. The Network Board has created and approved the first year financial projections, including what will be needed to make in order to break even, survive, or thrive:

- ☐ Fully
- ☐ Mostly
- ☐ Generally
- ☐ Somewhat
- ☐ Barely



Financial Projects & Board Participation



Contingency Planning for Sustainability

25. Does the Network Board have a contingency plan if the goals or the financial targets are not met?

☐ Yes

☐ No

☐ Under construction



What are the key details of this plan including dates for assessment and action?

Communicating Board Agreement and Disagreement

26. The Network Board has a strong conflict resolution process as part of the Board Retention Plan:

- ☐ Completely True
- ☐ Mostly True
- ☐ Somewhat True
- ☐ Not at all



Decision Making Continuum



Consensus



All or nothing



Majority



Network Communication Considerations

- **Frequent Communication**, 12-16 times.
- **Effective Communication** accommodates all learning preferences.
- **Engaged Communication** implies pre-work and post evaluations.
- **Communication for Sustained Performance** requires metrics & reporting aligned with mission, vision and values.



"The basic building block
of good communications is
the feeling that every
human being is unique and
of value."

~Unknown

Thank you for your engaged communication
during our four sessions.

Mary Kay