

# Strategic Plan Samples for Newly Developed Networks Network Planning Technical Assistance

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## BACKGROUND AND PURPOSE

Rural Health Innovations (RHI), LLC, is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are the nation's leading technical assistance and knowledge centers in rural health. In partnership with The Center, RHI enhances the health of rural communities by providing products and services with a focus on excellence and innovation. RHI is providing TA to the Network Planning grantees through a contract with the Federal Office of Rural Health Policy.

The *Strategic Planning Toolkit for Newly Formed Networks* was created to provide support to Network Planning grantees in writing an effective and dynamic strategic plan based off of a participative planning event.

There is no one "correct" way to present a strategic plan. These sample strategic plan components are provided as ideas and references in conjunction with the *Strategic Planning Guide for Newly Formed Networks* and the *Strategic Planning Template for Newly Formed Networks*. The sample components have been collected from a variety of rural health networks and supporting guidance documents.

For samples of additional strategic plan components, see the [\*Strategic Plan Samples for Development Grantees\*](#). Further resources on strategic planning can be found on RHI's [\*Aim for Impact and Sustainability\*](#) page.

## ACKNOWLEDGMENTS

We would like to thank the following networks for contributing to this guide:

- Get Healthy Talladega County Network (GHTCN) / Sylacauga Alliance For Family Enhancement
- Chronic Care Plus of Polk County / ABC for Rural Health, Inc.
- Illinois Rural Health Network / Kreider Services

## NETWORK PURPOSE AND SHARED VISION: SAMPLE A

### Three Guiding Concerns

This plan depends on a dynamic balance of three guiding concerns: 1) the health and well-being of children ages birth to 18 years living in (*list counties*), 2) the successes of the care providers, and 3) the responsible allocation and oversight of resources so as to enhance the quality of life for, and inclusion of, children and families in the communities in which they live.



Key stakeholders, having worked together over a span of seven years, developed vision and mission statements and have committed to review/renew these statements on an annual basis. Stakeholders have adhered to a signed Memorandum of Understanding (MOU) and have had by-laws in place since the project's conception.

The following vision and mission statements were formulated:

**Vision:** To be a collaborative community where children and families flourish.

**Mission:** To be an accessible system of care that promotes early identification of, and provides resources and services for, children at risk for developmental, medical emotional, social and/or behavioral difficulties, enhancing families' ability to ensure the healthiest outcomes for their children while strengthening and promoting inclusive practices in our community. (Throughout this document, "children and their families" stands for "at risk", as defined in the mission statement).

### Goals:

- I. Develop a governance structure and diversified funding streams to ensure long-term sustainability of [Network].
- II. Establish a system of care that provides support and resources to children at risk and their families.
- III. Educate professionals (physicians, service providers, school personnel, child welfare professionals, etc.) about issues related to children at risk and their families.
- IV. Educate the community about issues related to children at risk and their families.

## NETWORK PURPOSE AND SHARED VISION: SAMPLE B

### **Program Description and Shared Vision**

With a fourteen-year history of successful collaboration and partnership, the Sample Network is committed to expanding and enhancing our current relationships in order to improve the health and wellness of our residents. The diversity and shared leadership among the collaborating partners position us to reshape our network structure and to respond more effectively to the evolving health care environment.

The Sample Network's primary partners include Community Organization as the lead agency; Regional Medical Center; Nonprofit Medical Center; Regional Mental Health Center; Regional Planning and Development Commission; Public School District 1; Public School District 2; County Board of Education; and County Department of Public Health. In cooperation with other providers and community organizations, these partners work to develop and implement multilevel interventions that combine physical, behavioral, and environmental components to create a culture of wellness.

Our **vision** is *to achieve a sustained culture of health and wellness within Smith County.*

The **mission** of the Sample Network is *to develop a collaborative network to promote health and wellness in the county through education, engagement and the implementation of strategic health and wellness initiatives.* The populations targeted for program-specific intervention include the school-age children and their families who are enrolled in the local school districts and adults who have been diagnosed with or who are at risk of developing chronic diseases, people with disabilities, and the frail elderly.

Three years ago, the Regional Planning and Development Commission began a comprehensive needs assessment and planning process. The executive director of Community Organization was a member of the coalition for this HUD/DOT-funded project. This process identified the following health-care-related needs in the region: improving connections for residents to appropriate health care resources and services, improving connections for health care providers to patients' health maintenance information, and educating the public on existing health care resources and services. The goals of the Sample Network are based on the findings of the assessment and planning process.

## NETWORK PURPOSE AND SHARED VISION: SAMPLE C

### **Program Description**

The Network Project seeks to increase access to health care coverage and benefits among the uninsured and underinsured population of Sample County and surrounding area by developing and formalizing a network of the Health Benefits Counseling programs at three Critical Access Hospitals, the County Health Department, and Nonprofit Advocacy Organization. The program will field test an electronic patient benefits screener and ascertain how best this instrument can be integrated into provider work flows. Additionally, the program seeks to improve the efficiency and reach of provider-based benefits counseling programs through the introduction of formal networking operations, knowledge and practice self-assessments, and training.

### **Network History**

The Network began in 2013 to respond to a community-expressed need to enable health care access for a growing population of chronically ill, uninsured, low-income adults, many of whom were being housed in temporary shelters and halfway houses. Network Benefits Counselors met by telephone to distribute applicant patients to the most appropriate CAH for integrated, free primary care and health benefits counseling services.

### **Network Members**

- Nonprofit Advocacy Organization, Location W
- County Health Department, Location W
- Three Critical Access Hospitals:
  - United Hospital and Clinic, Location X
  - Allied Medical Center, Location Y
  - Regional Medical Center, Location Z

### **Shared Vision Process**

On March 17, 2016, the network director met with the main network liaison from each partner organization to discuss the vision, review the outline of activities, and plan for an integration site visit. Over the course of three weeks in April and early May, the network director met with full teams at each of the partner organizations to review the vision and programming implications for the network.

## ENVIRONMENTAL SCAN AND ANALYSIS: SAMPLE A

Environmental Scan Analysis Documentation Network Strategic Planning	
<b>Focus Question:</b> What are the <b>Levers</b> and <b>Blocks</b> that will either leverage or assist in a work-around in moving toward our project goals?	
<b>Objective and Method:</b> In this discussion we will begin by first brainstorming those events and happenings that will assist our network move towards its project goals (Levers) and those that will get in our way (Blocks). Working in small groups and then reforming with the entire group, we will cluster our ideas and look for insight on the environmental factors needed to be aware of and think strategically about when planning for the strategic paths and the direction we will take toward our vision.	
<b>Vision Goal Topic:</b> Complete Expansion of Service into Dental Clinic and Mobil Units	
Environmental Levers	Environmental Blocks
<ul style="list-style-type: none"> <li>• PCs available for use in dental clinics</li> <li>• Possible alternative data networks available for use in (<i>insert community</i>) area; possibility of additional remote sites to improve coverage</li> <li>• Installation is currently on schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Decision between client/server model or autonomous for dental EMR</li> <li>• Additional equipment needs not in original budget (Intra-Oral camera)</li> <li>• Jabber remote accounts still require authorization forms and account set-up</li> </ul>
<b>Vision Goal Topic:</b> Recruitment of Full-Time or Part-Time Dentist to Expand Capacity of Treatment	
<ul style="list-style-type: none"> <li>• New graduates; retired/near-retirement dentist or local community dentist as the target pool of candidates</li> <li>• Opportunities with local Dental School to promote and educate new students on tele-dentistry services as an alternative employment venue to traditional dentistry</li> <li>• Several options to advertise the position through our partners such as local School of Dentistry, State Dental Association, Association of State and Territorial Dental Directors, and personal contacts.</li> </ul>	<ul style="list-style-type: none"> <li>• Available budget for salary may decrease applicant pool for full-time employee</li> <li>• Dental professionals may lack knowledge of tele-dentistry services as their practice is still new</li> </ul>

## ENVIRONMENTAL SCAN AND ANALYSIS: SAMPLE B



## STRATEGIC OBJECTIVES: SAMPLE A

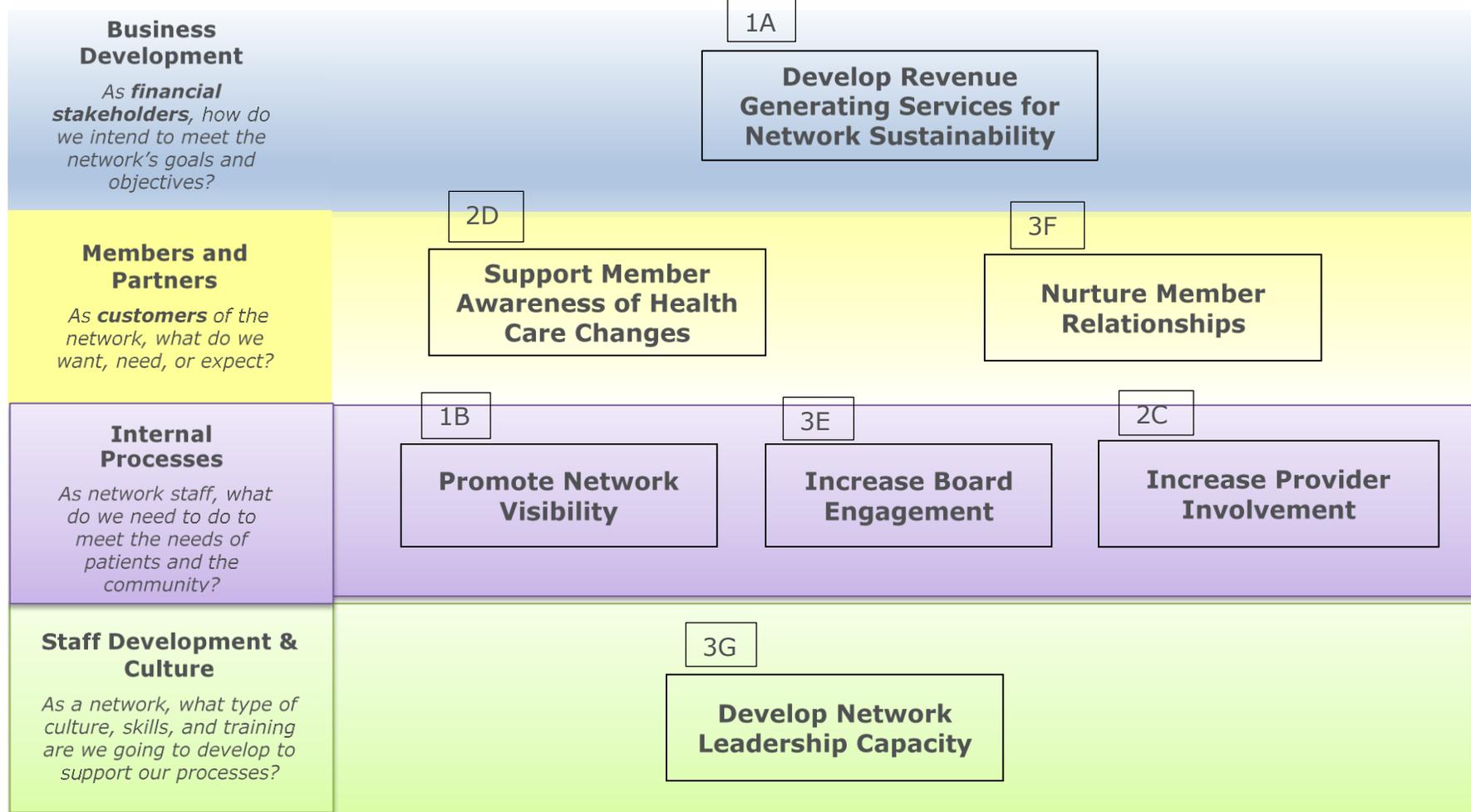
Strategic Objective Documentation: Network Strategic Planning						
<p><b>Network Vision:</b> We are a network of health delivery systems in our rural communities creating integrated solutions to improve the quality and coordination of care, expand access to care, and improve cost effectiveness.</p>						
<p><b>Focus Question:</b> What are the key strategic objectives that will guide this network from today's reality toward tomorrow's vision?</p>						
<p><b>Objective and Method:</b> Gaining consensus agreement on key strategic objectives that are aligned with our network's vision. We have committed to our network vision and identified the key levers and blocks of our current reality. In this discussion we will begin by individual brainstorming actions and activities that will move us toward our vision and then spend time together clustering our ideas and gaining consensus on key strategic objectives that will provide guidance to our network over the coming 2-3 years.</p>						
Consensus Strategic Objectives	Develop Revenue Generating Services for Network Sustainability	Support Member Awareness of Health Care Changes	Nurture Member Relationships	Increase Board Engagement	Promote Network Visibility	Increase Provider Involvement
<p>Small Group Ideas and Actions Data</p>	<ul style="list-style-type: none"> <li>Yearly dues</li> <li>Develop regional purchasing group</li> <li>Revenue generating services</li> <li>GPO with local retailers</li> <li>Expanding revenue streams</li> <li>Community health education</li> <li>Telemedicine partnerships</li> <li>Revenue through telemedicine</li> <li>IT technical assistance [for both] software/hardware</li> <li>Educate members on current technologies</li> <li>Develop physician recruitment service</li> <li>Develop HR support service</li> </ul>	<ul style="list-style-type: none"> <li>Educate physicians on HIE</li> <li>Outreach and education for health insurance marketplace</li> <li>Website development for education</li> <li>Educate members about health care market</li> <li>Physician education on changes</li> <li>Attend national conferences on health care changes, PCMH, ACO, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Roundtables</li> <li>More communication on sharing</li> <li>Develop member round-table for discussion</li> <li>Consistent and effective communication structure</li> <li>Utilize a member list serve</li> <li>Complete member collaboration assessment</li> </ul>	<ul style="list-style-type: none"> <li>Institute board meeting consent agenda</li> <li>Develop network strategy dashboard</li> <li>Network director meets 1:1 with board members</li> <li>Complete member needs assessment</li> <li>Gain board consensus on network vision</li> <li>Complete board member training on collaboration and cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Brand marketing plan; including member services and vision</li> <li>Attend member leadership meetings two times per year</li> <li>Ad campaign; website, Facebook, etc.</li> <li>Host community education event</li> <li>Recruit champions in community partner organizations</li> </ul>	<ul style="list-style-type: none"> <li>Create an advisory committee of providers to navigate health care changes</li> <li>Bring providers onto network board</li> </ul>

## STRATEGIC OBJECTIVES: SAMPLE B

Sample documentation of strategic objectives within the Balanced Scorecard framework and referred to as a strategy map.

### [Network] Strategic Objective Map

[Network] Vision  
[Network] Mission



## STRATEGIC OBJECTIVES: SAMPLE C

Sample documentation of strategic objectives displayed within a logic model framework.

### [Network] Logic Model

[Network] Vision  
[Network] Mission

Program Goals	Activities	Outputs	Mid Term Outcomes	Long Term Outcomes
Goal 1:	<ul style="list-style-type: none"> <li>• A</li> <li>• B</li> </ul>	<ul style="list-style-type: none"> <li>• 1A</li> <li>• 1B</li> </ul>	<b>1 Network Visibility Expanded</b>	<b>1 Network Services Generating Revenue</b>
Goal 2:	<ul style="list-style-type: none"> <li>• C</li> <li>• D</li> </ul>	<ul style="list-style-type: none"> <li>• 2C</li> <li>• 2D</li> </ul>	<b>2 Provider Involvement Increased</b>	<b>2 Members More Aware of Health Care Changes</b>
Goal 3:	<ul style="list-style-type: none"> <li>• E</li> <li>• F</li> </ul>	<ul style="list-style-type: none"> <li>• 3E</li> <li>• 3F</li> </ul>	<b>3 Board Engagement Stronger</b>	<b>3 Member Relationships Improved</b>
	<ul style="list-style-type: none"> <li>• G</li> </ul>	<ul style="list-style-type: none"> <li>• 3G</li> </ul>	<b>3 Network Leadership Capacity Increased</b>	