Project Sustainability Action Plan SAMPLE

Center States Rural Health Network

October 2019

Center States Rural Health Network

500 S. Main St.
Centerville, NE 68862

Table of Contents

Organizational/Project Profile

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Network Name: Center States Rural Health Network   **Project Name:** Collaborative Approaches to Chronic Disease

Vision: We want to be an indispensable solution for our members	**Mission:** Improve the health and wellness of our communities

Strategic Thinking	

Environmental Analysis: Our region has a rich history of independence and self-sufficiency. In the past few decades, rates of obesity and chronic illness have been increasing. The number of primary care providers has remained relatively stable, although access to specialists is limited. Many young families are moving into the region with the goal of raising their children in our scenic, quiet area with many options for exploring the outdoors. Network members work very well together and have a unified vision for the future of the community.	**Project Goals:** • Decrease the impact of chronic disease within our communities • Increase health literacy in the community

Blocks:	**Levers**:	**Strategic Objectives:**
• Providers and support staff have limited familiarity with coordinated care • Low health literacy among older population • Inadequate access to healthy food options	• Lots of energy within the community around wellness • Providers have strong, long-lasting relationships with their patients • Many social service resources in the community	• Increase collaboration within the network • Improve clinical results • Increase knowledge of chronic disease management within the region

• Mental health stigma • Newly formed network still working to understand how partners can best work together • Demands on providers' time make it difficult to leave the area for continuing medical education	• Network members have a unified vision • Strong culture of self-sufficiency • Rural health receiving attention at the national level	

Marketing Thinking

Members and Customers: Three critical access hospitals, two rural health clinics, behavioral health clinic, county public health departments, housing agency, food bank, regional transportation provider	**Target Markets:** 1. Health care organization members: Executive leaders, department directors, managers and clinical provider leadership, and front-line care professionals 2. Community social service organization members: Executive leaders, program managers, social service professionals, and volunteers
Member Needs: • Provider and staff education • Increased patient health literacy • Reduced unnecessary ED visits and hospital readmissions • Widespread use of chronic disease management best practices • Improved health outcomes (particularly A1C levels)	**Competitors:** Specialists outside the region Online education programs Regional public university
Marketing Goals: • Generate 90 registrations for conference • Increase awareness of Center States Health Network mission and available resources • Four member "subscribers" to patient education package	**Products and Services:** 1. Annual health-oriented educational conference that includes a 10-county region 2. Patient education package (written and electronic content, in-person education and support groups) available to subscribing partners

Key Message(s):
- Low cost and high-value education by sharing the expense
- Learning about best practices for key health issues that we can use here within our communities
- Reduce avoidable hospital and ER admissions by working together
- Help patients and community members be active and well and improve health outcomes
- Learn how to increase patient self-management and reduce ED visits

Operational Review

Leadership Skills:

Project management, adult education, health care reimbursement understanding, building collaborative relationships, clinical and social services background, thorough understanding of local history and culture

Key Initiatives:
- Develop conference planning procedures and decision-making structure
- Develop speaker agreement templates
- Design conference format and agenda
- Select speakers
- Pre-conference communication and promotion activities
- Conference evaluation
- Develop evidence-based patient educational content
- Create educational materials development timeline
- Build website for patient education and resources

Desired Experience and Relationship:
- Interactive, personalized learning
- Opportunities for follow-up and peer learning
- Easy access to materials and resources
- Network seen as trusted partner by members and community members

Delivery:

Conference: One full day with two plenary sessions and breakouts, in-person and classroom style presentations. Incorporate plans for different learning styles in delivery of education; follow-up round tables for continued learning

Patient education: Written and electronic materials, in-person education and support groups developed with different learning styles in mind

Key Resources and Infrastructure:

- Conference, classroom and support group meeting space
- Speakers
- Printing
- Project staff for planning and implementing conference
- AV equipment
- Website and web development resources
- Instructional design support
- In-person session facilitators

Key Partners:

- State Office of Rural Health
- State or regional AHEC
- For conference participation and SMEs: Non-member health care organizations; K-12 and higher education; Regional RHCs and FQHCs; faith community and parish nurses

Key Measures:

- Patient compliance
- Conference registrations
- Education package subscribers
- Health literacy scores
- ED visits
- Hospital readmissions

Financial Outlook			
Summary of Forecasted Annual Net Income: Years 1-3			
Products and Services	**Forecast Net Income**		
	(Revenue and Operational Costs)		
	Year 1	*Year 2*	*Year 3*
Product or Service #1: Educational Conference	$649	$2,480	$4,252
Product or Service #2: Patient Education Package	$0	$3,800	$9,100
Total Forecasted Annual Net Income	**$649**	**$6,280**	**$13,352**

Rural Health Network Sustainability Assessment Results

Rural Health Network Sustainability Assessment Results	
Network Characteristics	**Score:** % of Total Possible Points
Collaborative Leadership	**94%**
Member-Driven Decisions	**88%**
Effective Communication	**88%**
Change-Ready and Adaptable Workforce	**67%**
Continuous Improvement	**82%**
On-Going Evaluation and Measurement	**82%**
Sound Financial Infrastructure	**75%**
Overall Score	**82.3%**

Selected Opportunities for Sustainability

Selected Opportunities for Sustainability (OFS)		
Selected OFS:	**Sustainable Network Characteristic**	**Network Rating** (Slightly Disagree, Disagree, Strongly Disagree)
1. Network maintains adequate cash resources for its operations	Sound financial infrastructure	Slightly disagree
2. Network continually reviews its marketing plan to monitor progress toward marketing goals	Member-driven decisions	Slightly disagree
3. Network has a recruitment and retention plan in place that is reviewed annually	Change-ready and adaptable workforce	Disagree
Opportunity for Sustainability Selection Methodology		
Discussion with full network board during board meeting in October 2019. These three OFS were determined to be most critical to the continued sustainability of the Collaborative Approaches to Chronic Disease project.		

Opportunity for Sustainability Action Plan #1

Opportunity for Sustainability Action Plan #1		
Selected Opportunity for Sustainability (OFS): Network maintains adequate cash resources for its operations **OFS Characteristic Category:** Sound financial infrastructure **What will success look like when your action plan is complete?** Network bank balance will be at or above the Cash on Hand target.		
Action Steps:	**Who Will Implement:**	**Timeline:**
1. Contact similar networks to learn how they manage cash resources and report findings to Finance committee	Marcia	Dec. 1, 2019
2. Finance committee to identify Cash on Hand goal and submit recommendation to network board	Terry (Finance Committee chair)	Feb. 1, 2020
3. Develop and implement plan to reach target Cash on Hand amount	Angela (Network Director)	Apr. 1, 2020 (plan finalized) Timeline for attaining Cash on Hand goal will depend upon the target amount.

Action Steps:	Needed Resources:
1. Contact similar networks to learn how they manage cash resources and report findings to Finance committee	List of recommended networks/contacts from all board members, NCHN
2. Finance committee to identify Cash on Hand goal and submit recommendation to network board	None
3. Develop and implement plan to reach target Cash on Hand amount	Dedicated time from finance staff at member organizations

Action Steps:	Monitoring:	Communication:	Output:
1. Contact similar networks	• None	• Marcia to email Terry every Friday	• Spreadsheet of Cash on Hand benchmarks from peer networks
2. Cash on Hand goal	• Terry to develop timeline	• Report out at each board meeting	• Recommendation at Feb. board meeting
3. Develop and implement plan	• Add to network administrative dashboard	• Angela to report at each Finance committee and board meeting	• Bank balance at target amount

Opportunity for Sustainability Action Plan #2

Opportunity for Sustainability Action Plan #2		
Selected Opportunity for Sustainability (OFS): Network continually reviews its marketing plan to monitor progress toward marketing goals **OFS Characteristic Category:** Member-Driven Decisions **What will success look like when your action plan is complete?** All network staff and board members demonstrate understanding of marketing plan; network achieves marketing goals.		
Action Steps:	**Who Will Implement:**	**Timeline:**
1. Review current marketing plan for alignment with project goals	Andrea	Review January 2020 board meeting Revisions finalized by March 31, 2020
2. Agree on process for reviewing marketing plan, including appropriate time intervals	Jessica (board chair)	January 2020 board meeting
3. Add key marketing metrics to administrative dashboard	Andrea	April 30, 2020

Action Steps:		Needed Resources:	
1. Review current marketing plan for alignment with project goals		Current marketing plan and strategic plan	
2. Agree on process for reviewing marketing plan, including appropriate time intervals		No additional resources needed	
3. Add key marketing metrics to administrative dashboard		IT support for updating dashboard format	

Action Steps:	Monitoring:	Communication:	Output:
1. Review current plan	• No monitoring needed besides regular communication	• Andrea to include in board packets before January meeting and present at January meeting • Updates to be sent in monthly board communication Feb & Mar 2020	• Updated marketing plan
2. Agree on review process	• No monitoring needed besides regular communication	• Jessica to lead discussion during January 2020 board meeting	• Written process for marketing plan review
3. Add to dashboard	• Technology committee to check on progress monthly	• Updates in monthly board communication	• Updated dashboard

Opportunity for Sustainability Action Plan #3

Opportunity for Sustainability Action Plan #3		
Selected Opportunity for Sustainability (OFS): Network has a recruitment and retention plan in place that is reviewed annually **OFS Characteristic Category:** Change-Ready and Adaptable Workforce **What will success look like when your action plan is complete?** Formal recruitment and retention plan and schedule for regular review are in place		
Action Steps:	**Who Will Implement:**	**Timeline:**
1. Gather baseline information (turnover and vacancy rates, employee satisfaction, exit interview data)	Andrea	Dec. 31, 2019
2. Identify recruitment and retention priority improvement area(s)	Andrea (with network staff input)	Feb. 28, 2020
3. Develop improvement strategies for the priority position(s)	Andrea (with board input)	June 30, 2020

Action Steps:	Needed Resources:
1. Gather baseline data (turnover and vacancy rates, employee satisfaction, exit interview data)	HR reports
2. Identify recruitment and retention priority improvement area from above baseline data	No additional resources needed
3. Develop improvement strategies for the priority position(s)	Best practices in recruitment & retention

Action Steps:	Monitoring:	Communication:	Output:
1. Gather baseline information	• Recruitment & retention project action plan status report to be posted in administrative offices	• Andrea to share data at staff and board meetings	• Sound understanding of current state of recruitment and retention of Center States Health Network's member facilities
2. Identify priority	• Recruitment & retention project action plan status report to be posted in administrative offices	• Andrea to share outcome of staff discussion at Feb. board meeting	• One or two key areas targeted for improvement
3. Develop improvement strategy	• Recruitment & retention project action plan status report to be posted in administrative offices	• Andrea to share board decisions at June board meeting	• Action Plan

Dashboard

Dashboard			
Selected OFS:	**Key Actions for Change:**	**Timeline:**	**Status:**
1. Network maintains adequate cash resources for its operations	1. Contact similar networks to learn how they manage cash resources and report findings to finance committee 2. Finance committee to identify cash on hand goal and submit recommendation to network board 3. Develop and implement plan to reach target cash on hand amount	1. Dec. 1, 2019 2. Feb. 1, 2020 3. Apr. 1, 2020	
2. Network continually reviews its marketing plan to monitor progress toward marketing goals	1. Review current marketing plan for alignment with project goals 2. Agree on process for reviewing marketing plan, including appropriate time intervals 3. Add key marketing metrics to administrative dashboard	1. Review: Feb. 1, 2020; Update Apr. 1 2. Feb. 1, 2020 3. May 1, 2020	
3. Network has a recruitment and retention plan in place that is reviewed annually	1. Gather baseline data 2. Identify recruitment and retention priority area(s) 3. Develop improvement strategies for the priority area(s)	1. Dec. 31, 2019 2. Feb. 28, 2020 3. Jun. 30, 2020	