Rural Healthcare Networks

Creating Momentum in the Network: Effective & Engaged Communication

Section C of the Network Self-Assessment Tool

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- Overview & Context for the Session
- What Pilots Emerged from Section B?
- Leveraging & Completing the Self-Assessment Tool – Section C.
- What are Foundational Elements of effective communication?
- Key Stakeholders & Value through engaging communication.
- Market Demands/Service.
- Board Actions/Retention through sound communication.

Public Agreement for Network Engagement: Recommended Communication Tool

- 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 Metrics & Monitor Regularly – every Network & Community/Board engagement is unique.

- Take on one communication opportunity between meetings & provide an update on the impact.

- Leave politics at the door & bring respect into the room.

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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. The members represented 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 healthcare, particularly in rural areas (Adapted from the NCHN Website at www.NCHN.org)

C.1. The vison of the Network is:

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

Our Vision:
Rural Wisconsin communities will be the healthiest in America.
(http://www.rwhc.com/AboutUs/Vision,MissionStrategicPriorities.aspx)

One Year Anniversary Communication:

C.1a. When the Network is one year old, what accomplishment is the membership most confident about?

C.1b. When the Network is one year old, what goal or intention appears the most at risk and may not be accomplished?

Network Communication: Purpose

C.2. The primary function of the Network is clearly defined (products, services, or value proposition).
☐ Fully
☐ Mostly
☐ Generally
☐ Somewhat
☐ Barely

C2a. Describe the primary function and/or purpose of the Network in a short pitch (3-4 sentences):

_____

C3. The mission of the Network is defined.
- ☐ Fully
- ☐ Mostly
- ☐ Generally
- ☐ Somewhat
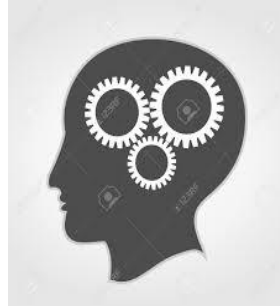- ☐ Barely

C4. Briefly describe the Network mission:

_____

Sample Network Mission

Greater Delta Alliance for Health
Hospitals of Southeast Arkansas

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.

(http://gdaharkansas.org/)

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Community Assessment: Who & What (C.5)

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.			

C.6. 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

Network Communication:
Market for Services, An Assessment

C.6. (continued). 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.			

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Network Communication Requirement: What Are You Providing?

C.7. 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

Western Healthcare Alliance
wha1.org

ROI: 49:1

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

☐ Board facilitation	☐ Executive Director/CEO mentoring
☐ Governance board education	☐ Network management
☐ Outreach strategy development	☐ Network strategic consulting
☐ Service line planning	☒ Peer networks Includes WHAAS: $37,450
☐ Market evaluation	☐ Strategic planning services

Financial Strength

☐ Financial operational assessments **Eide Bailly** New 2012	☐ Charity & collection policy review
☒ Self-pay billing **AR Services**	☐ Admissions review, collections training
☒ Bad debt collections **A-1 Collection Agency**	☐ Charge capture audit
☐ Third-party insurance billing	☒ Benchmarking, reporting **HealthData Solutions** New 2013
☐ Extended business office New 2014	☐ Third-party payer contract review **Healthcare Consulting Services**
☒ Medical financing	☐ Coding education, consulting
☐ Chargemaster review	☐ Denials management

Sample ROI Statement (WHA): Full sample available online at
http://www.networktools.nchn.org/roi-tools.html

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Communication for Retention

C.9. 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

C.10. The Board has identified the first year goals:

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

7th Network Communication Tool: $$$

C.11. 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

Breakeven

2-3 Board Members purchase the service

Survive

1-2 Board Members purchase the service.

Thrive

100% of the Board Members purchase the service.

Contingency Planning for Sustainability

C.12. 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?

_____

_____

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Communicating Board Agreement and Disagreement

C.13. 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

Proposed Decision Making Continuum

Consensus   All or nothing   Majority

Network Communication Considerations

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

Why Communicate?

"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 sessions.
Mary Kay