

STRATEGIC PLANNING: 2009

CASE STUDY SERIES: CRITICAL ISSUE PLANNING - Part 1 of 3

Facing a weakened economy and uncertain financial markets, New Solution's clients are opting for smaller, more nimble planning processes. While many hospitals are conserving cash and reducing capital outlays, clients are proving that effective planning can unify an organization, improve quality and efficiency and positively impact their bottom line.

Three approaches to Strategic Planning 2009 have surfaced: Critical Issue Planning, Service Line Strategic Planning, and Community Benefit Planning. Over the next several weeks, NSI will present these data-driven approaches to strategic planning that provide a cost effective framework for decision making. Used alone or in combination, they will allow you to optimize your institution's position in these turbulent times.

Critical Issue Planning

- Conduct high-level analysis to identify trends and pinpoint challenges
- Apply critical issue analysis to improve operating efficiency
- Develop operational plan to minimize challenges

Case Study: 450-Bed Community Hospital with Teaching Affiliations

After concluding a strategic and master facility planning process in September 2008 the hospital's hopes to rebuild its oldest wings, add a new Cancer Center, and improve parking were put on hold due to the October market collapse. Fortunately, a major focus of the planning process was a critical issue analysis which highlighted trends that would have a significant impact on demand, utilization and resource requirements.

With construction planning off the table, the hospital's efforts this year are dedicated to implementing plans to improve patient throughput, enhance performance quality and patient safety. Here are some of their priorities:

- Bed urgency and poor ED throughput are being addressed with a focused approach to LOS management by case type and enhanced care coordination for older patients.
- A new Geriatric Medicine Program will provide primary care and consultative services, continuity and coordination to improve senior health care services and reduce unnecessary hospital admissions.

By focusing efforts on improved operating efficiencies and cost savings the hospital expects to improve its financial outlook when the financial markets recover.

NSI can help your organization effectively address the turbulent environment using critical issue planning. To discuss NSI's planning services, please contact Nancy Erickson, Principal at 732-418-3234 or nerickson@newsolutionsinc.com

New Solutions, Inc. (NSI) is a management consulting firm offering a broad base of services tailored to meet the diverse and changing needs of health care providers. NSI offers a full array of health care consulting including development and implementation of strategic and service line plans, business development and marketing plans, community needs assessments, medical staff development, outcomes measurement and monitoring, and regulatory compliance activities.

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