

Short and Long Term Strategic Planning and Setting Annual Goals and Objectives

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Overview

- Strategic Planning Overview
- Why do we do Strategic Planning?
- What Might a Strategic Plan Look Like

Strategic Planning Overview

- The Business Plan is part of the Strategic Planning process
- Not a process that should be done only during startup
- Is a Governing Body responsibility – but often an Administrative activity
- Should be updated periodically
- Ideally should be communicated throughout the organization

Why Do We Do Strategic Planning?

- Establishes a “Plan”
- Holds people accountable
- Creates a product against which you can compare your actual results against
- Meets Accreditation Standards
- Meets Regulatory Requirements

A Plan

- Provides an opportunity to develop a long-range mindset
- Focuses your Board and Management on long-term goals so that they can set short-term objectives
- Provides a product that can be easily communicated to other people
- Can be a marketing tool
- Helps you to say “No” when necessary

Holds People Accountable

- Can be part of performance evaluation process
- Establishes concrete statements that provide objective measures of performance
- All employees should set annual goals and objectives that should tie into the organization’s strategic plan
- The Administrator’s Goals and Objectives should be the same as the organizations

Product to Compare Actual to Plan

- The Strategic Plan should include financial projections
- The projections should be used to set the Budget
- Budget Variance Analysis becomes a tie-back to the strategic plan
- Periodic Assessments throughout the year should be performed regarding how you are tracking to the Goals and Objectives

Meets Accreditation Standards

- Strategic Planning is required by both AAAHC and the Joint Commission
 - AAAHC, Chapter 2 Subchapter 1, B1, B12, B21e
 - Joint Commission, LD.02.01.01, LD.03.03.01
- Annual Goal and Objectives must tie into the Strategic Plan

Meets Regulatory Requirements

- Infection Control Requirements in 416.51(b)
 - Program must be integral to QA/PI
 - Must evaluate success of the program and set goals for improvement
 - Goal Setting tied into the Strategic Goals and Objectives provides proof of activities.
- Quality Improvement Activities in 416.43
 - Governing Body is responsible for assuring the plan addresses the ASC's priorities.

What Might a Strategic Plan Look Like

- Can be a Complex “Book-like” document that takes months to prepare
- Can be a simple one-page document that establishes high level statements about an Organizations overall Plan.
- Strategic Plan Versus Goals and Objectives

Strategic Planning Process

- Mission and Objectives
- Environmental Scanning
- Strategy Formulation
- Strategy Implementation
 - Including Setting Objectives
- Evaluation and Control

Setting Long Term Goals

Ask Questions:

- What Business is the ASC in?
- Where do I want to be in 1 year/3 years/5 years
- What is the current ASC environment (Nationally/Locally)?
- Where are you currently?
- What are your resources?

Setting Long Term Goals

Goals Should Be

- Realistic
- Challenging
- Attainable

Example Long-Term Goals

- Increase Volume of Orthopedic Cases by 10% per year for the next 3 years
- Eliminate all Long-Term Debt by xx/xx/xx
- Increase Net Income to Over \$1,000,000 per year
- Become the Largest Volume Surgery Center in the City
- Become the Pre-eminent ASC in the Community
 - (You would then have to define what “pre-eminent” means)

Goals and Objectives

- Goals are Long Term and High level
- Objectives are shorter term and more detailed
- Objectives can be operationalized
- Action Plans

Setting Objectives

- Written annually in cooperation with Governing Body and Committees
- Should be attainable in a one to three year time frame (usually one year)
- Match up to a specific Long-Term Goal
- Measurable
- Attainable
- Challenging

Example Objectives

Goal:

Increase Orthopedic Cases by 10% per year

Objectives:

- Recruit 5 new Orthopedic Surgeons representing 1,000 annual cases
- Identify Equipment needs of new surgeons to assure appropriate technology is available and purchase equipment as needed to recruit new surgeons

Objectives in Compliance Areas

- Consider integrating compliance requirements with annual objective development
- QI
 - Review of QI Plan
 - Development of QI Plan Priorities
 - Setting of Annual Goals
- Infection Control
 - Infection Control Priorities and Issues
 - Setting of Measurable Annual Goals

First Day Back to Work

- Review the last Strategic Plan for the Organization
- Review your Current Goals and Objectives for the Year
- Develop Plan to revise Plan for 2012
- Identify who will be involved in planning
- Find an “advocate” on the Governing Body to push it through

Questions?

More Information

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