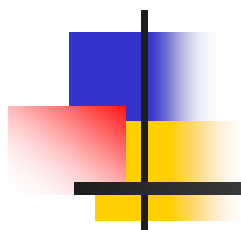


# ROLE OF CEO AND CMO IN DEVELOPING THE HEALTH CENTER PLAN



Presenter: Richard Wright MD, MPH  
Conference: HRSA All Grantee Meeting  
Session: Health Care Plan Development  
Time: Wednesday, June, 2005, 10:30-2:00



# Characteristics of “Best Practice” Health Center Plans

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- Plans reflect the mission, vision, and prioritized strategic initiatives : “SWOT” analysis
- Health care plan is a patient care delivery not solely a “clinical” plan
- Health care plan reflects how the health center plans to organize and deliver patient care services to best meet community health needs
- Business plan reflects how health center leadership plans to organize and deliver administrative and financial services to support the patient care plan
- The combined business and patient (health) care plan is a comprehensive, integrated multi-year strategic and operations plan



# Potential barriers to Developing a Comprehensive Plan

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- Lack of a strategic plan
- Failure to prioritize strategies
- Failure to link work plan goals to prioritized strategies
- Lack of understanding of how to write clear goals, objectives, action steps, evaluation measures, accountability, etc.
- The wrong leadership “Mental Model” in developing and executing the plan



# Leadership “Mental Models”

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- Current Model:
  - “No Margin No Mission” perspective
- Proposed Model
  - “No Mission, No Margin” perspective
- Context:
  - Mission relates to organization and delivery of patient care services
  - Margin relates to administration and financing of patient care services

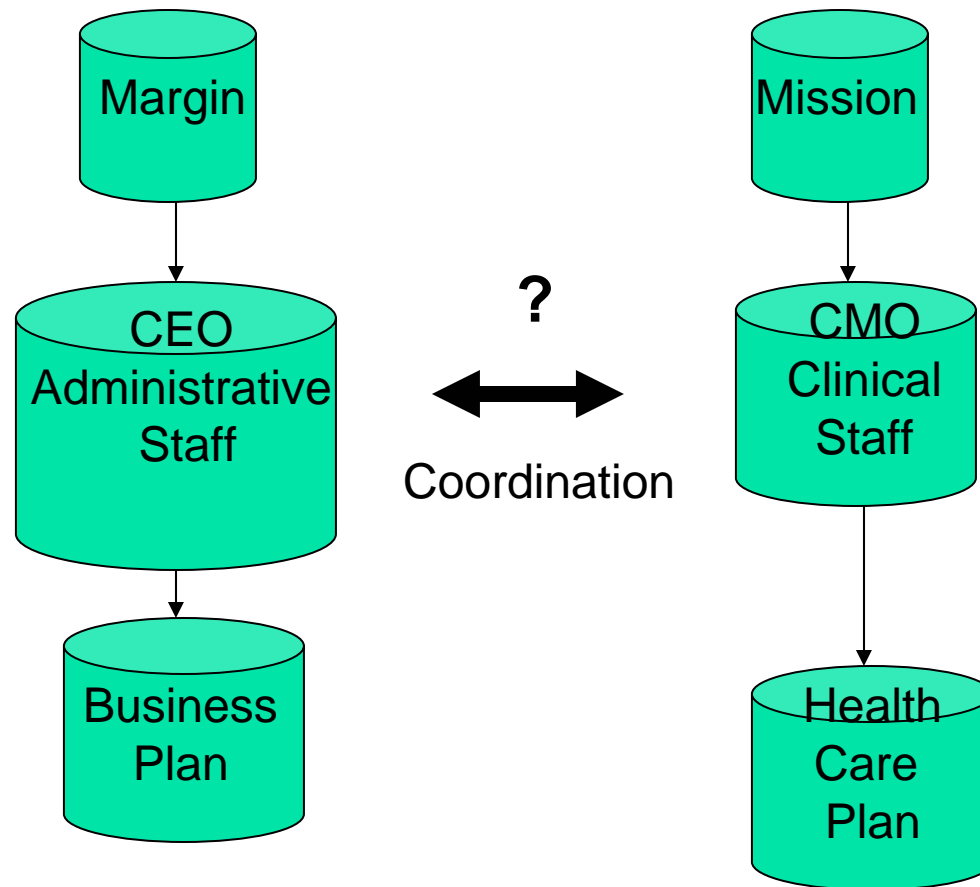


# Why Does the Current Model Exist in Health Care Systems?

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- The pressing need to financially survive in a resource poor delivery system environment:  
*"we must focus on the bottom line"*
- Difficulties in affecting external funding sources: grant funding, Medicaid, Medicare, etc
- Existing "silos" in health center leadership and management; *"clinicians want to provide quality care, administrators need to balance the budget"*

# Impact of "Silos" in Health Center Plan Development



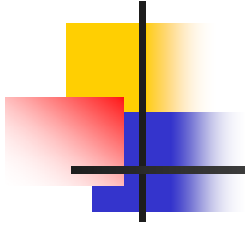


# Proposed Leadership Approach for Developing a Comprehensive, Integrated Plan

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- CEO holds accountable an interdisciplinary leadership team to develop the plan
- CEO allows adequate time for collaborative “team work” and consensus building
- CEO and CMO hold each other dually accountable for the content of the entire plan, using their unique expertise to assist each other
- CEO and CMO ensure that the business plan reflects the content of the patient care plan

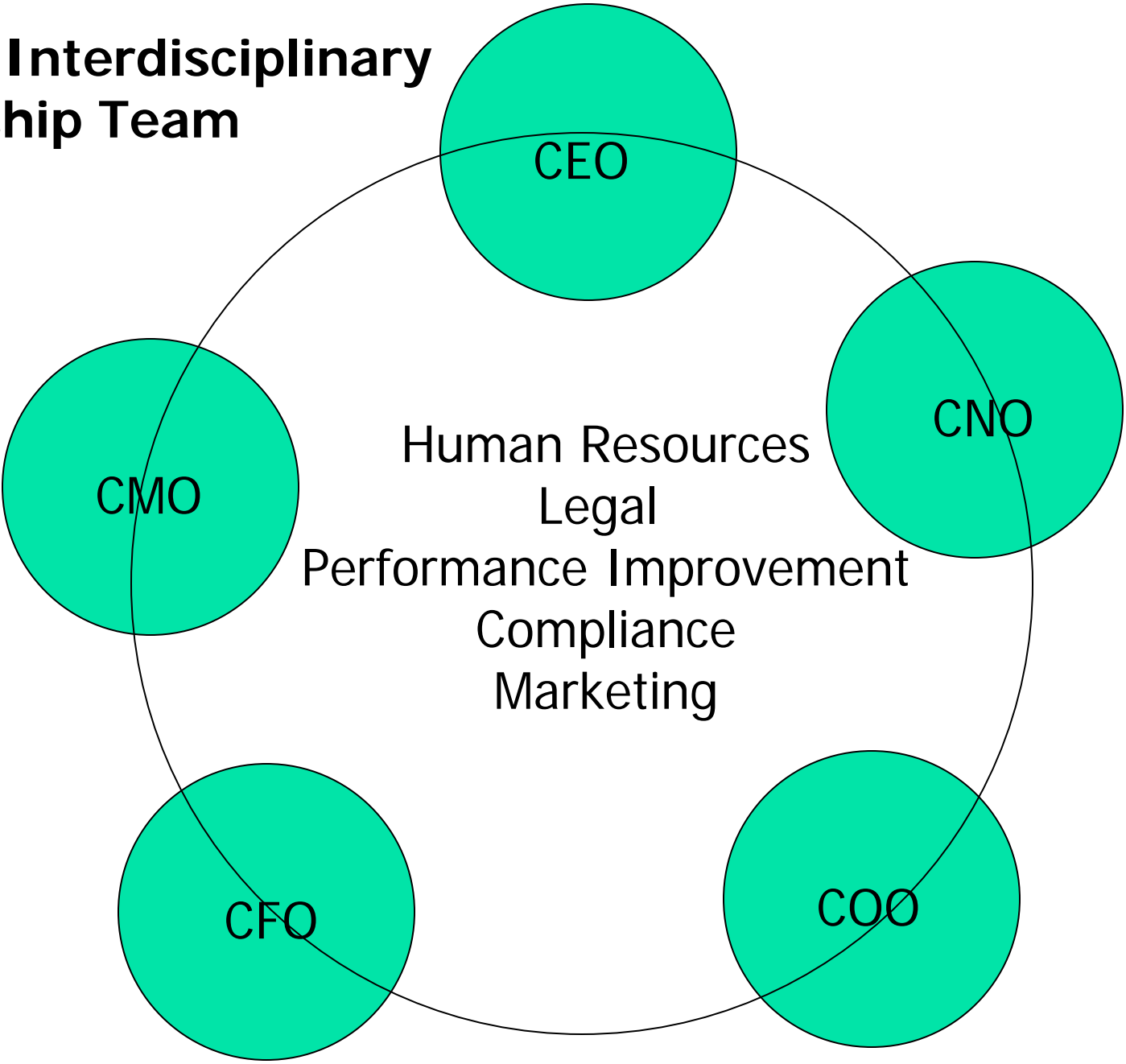
*All Senior Managers are Accountable for the Plan!*



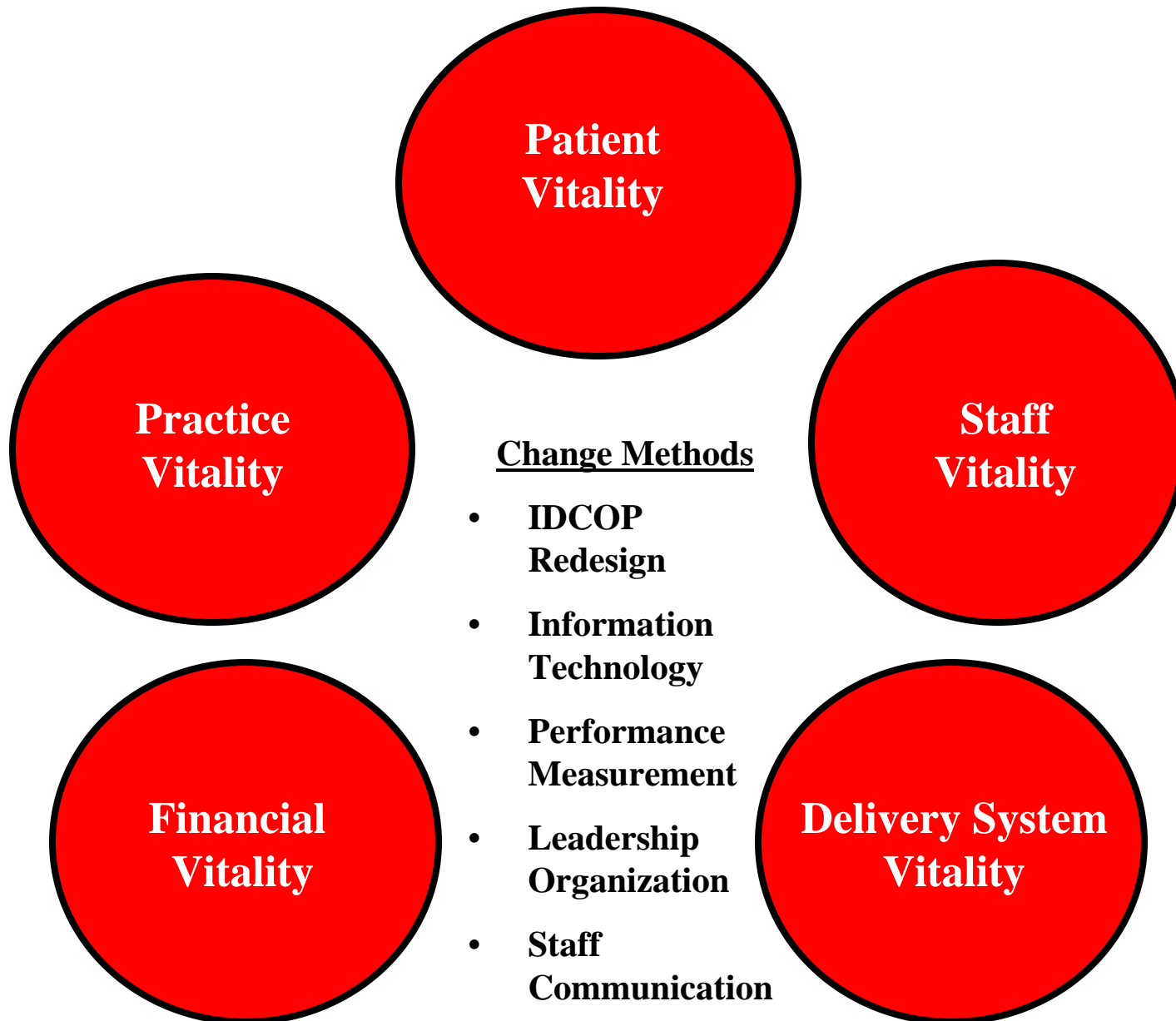
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How Might this Work in the “Real  
World” of Health center  
Management

# 5 C's of Interdisciplinary Leadership Team



# DCHS Strategic AIMS



# COMMUNITY HEALTH SERVICES STRATEGIC PLAN-2005

## MISSION

Denver Community Health Services promotes health through quality community-focused care for our diverse communities.

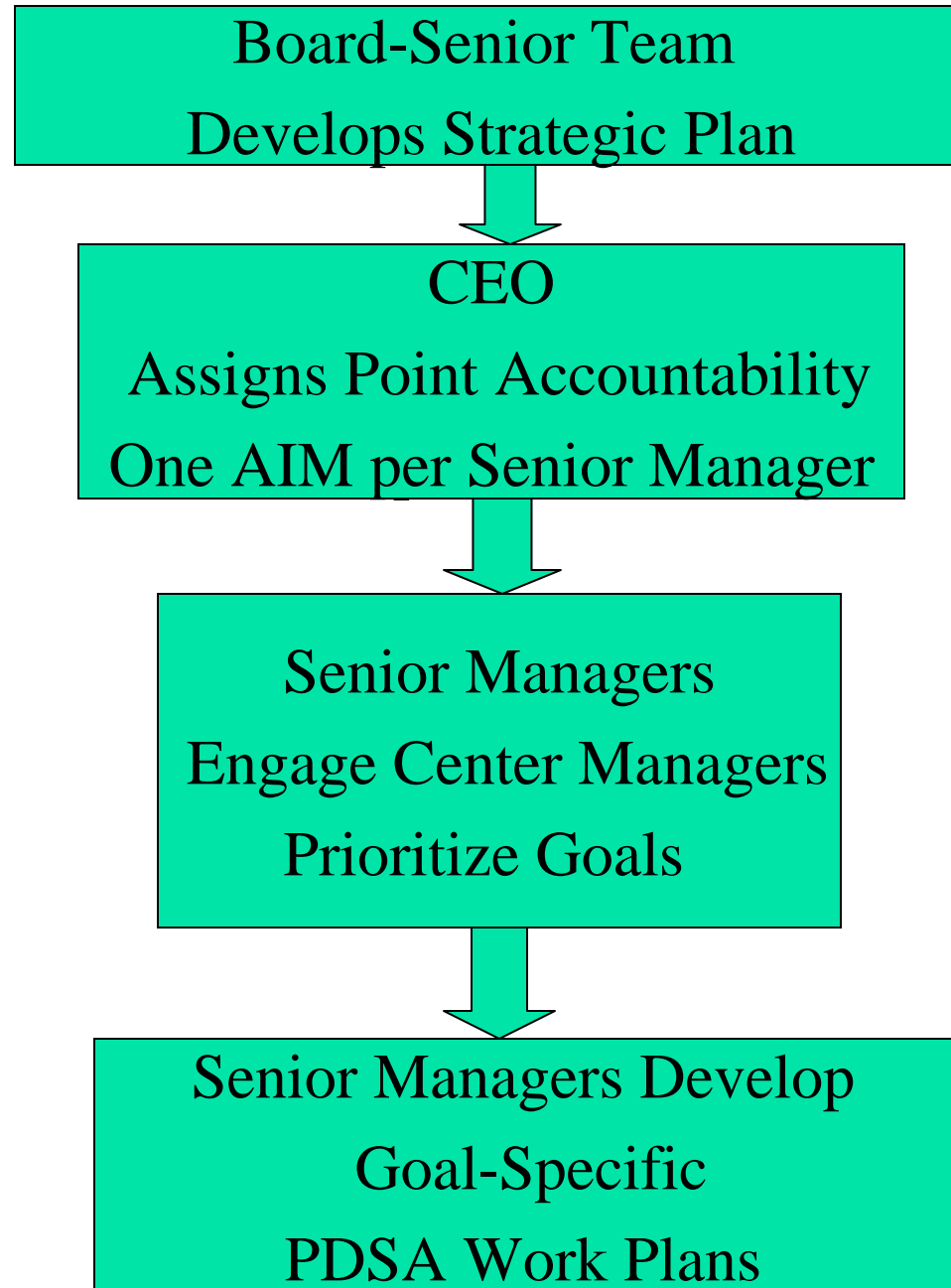
## VISION

Be the leader in providing quality community-focused health care.

## FIVE YEAR STRATEGIC AIMS and GOALS:

- Patient Centered Vitality
  - Customer Service Excellence
  - Community Needs Assessment
  - Cultural Language Proficiency
  - Patient Community Engagement
  - Patient Health Information
  - Patient Satisfaction
- Staff Vitality
  - Staff Satisfaction
  - Leadership Development Accountability
  - Micro-system (Team) Development
  - Talent, Management, Evaluation, Hiring
  - Staff Communication Strategies
  - Rewards, Recognition, Incentives
- Practice Vitality
  - Clinical Delivery System Redesign
  - Access Clinical Information
  - Evidence-based Care Standards
  - Performance Measurement
  - Patient Safety
  - Care Management & Coordination
- Delivery System Vitality
  - Demand Management
  - Advanced Access Scheduling
  - Patient Care Flow Design
  - Supply (Capacity) Management
  - Safe Care Environment
  - Facility Design
- Financial Vitality
  - Billing Services
  - Return on Investment
  - Point of Service Payments
  - Payor Mix
  - Revenue Enhancements
  - Cost Controls

# PLAN DEVELOPMENT PROCESS



# HRSA GRANT PLAN DEVELOPMENT PROCESS

CEO/CMO  
Reviews all Work Plans  
3 months prior to submission date

CEO/CMO  
Instruct Assigned Senior Managers  
how to revise work plans

CEO/CMO  
Review Revised Plans With Board  
1 month prior to submission

Board Approves Grant  
2 weeks prior to submission date  
Grant Submitted