

Strategic Plan Update – August 27, 2018

Proposal – Board retreat / strategic planning session Spring of 2019

Priority Area 1: Financial Sustainability

2015 Identified Action	2015 proposed Time frame	August 2018 Update	Revised goal
Maximize Coding	6-12 months	CrescentCare went live with new EHR (eCW on January 22, 2018). We continue to work on optimizing the new system. We recently (8/13/18) hired a new revenue cycle manager.	Successful implementation of the electronic health record (ECW) will be when we see an increase in patient visits, revenue, increased documentation compliance and provider satisfaction.
Information to the board on cost centers	1-2 years	The 2018-2019 budget process provided information to the board by department. Each department will receive budget to actual every month moving forward.	Meeting individually with departments to review budgets to ensure we do not exceed our budget projections.
Space	New space within 2-3 years	Yes! We will begin moving to the new location in November of 2018 and completely move in by January 2019	Expand capacity to see patients through successful completion of the building at 1631 Elysian Fields and move in to the new building.
Develop and monitor productivity projections to assist board with budgeting process	Ongoing	Revamped budgeting process for 2018-2019	Focus on generating accurate and timely reports to truly assess the best way to increase patient volume (no shows, scheduling, maximizing EHR).
Identify other funding sources	Annually	<ul style="list-style-type: none"> ➤ Research (currently 2 studies, and in contracting for a third) ➤ Capital campaign ➤ Several new grants ➤ Bringing on a new billing manager (maximizing collections) ➤ Reducing expenses ➤ Optimizing 340b program income 	Focus on generating accurate and timely reports; increasing collections.

Priority Area 2: Communication and Marketing

Action	2015 proposed Time frame	August 2018 Update	Revised goal / Notes
Internal communication: Improve Intranet Operations to better utilize it for communication/news bulletins/interactive	6-12 months	<ul style="list-style-type: none"> • Revised leadership meeting to include all leaders / leadership training and development • Routine sr. leadership strategy meetings • Promoting routine department and programmatic meetings • HR sends out monthly reports • Expanded information on the intranet 	We have made significant progress on internal communication. While this remains an area of ongoing focus, other items have risen higher on the priority list.
Establish internal communications work group to explore and make recommendations regarding: Quarterly open forums; improvements to intranet; employee newsletters; feedback loop to Employees to from surveys; internal communication regarding including crisis management	Ongoing – report back in 12 months	<ul style="list-style-type: none"> • Quarterly townhalls with staff • More information on the intranet • IS newsletter • Paycom (HRIS) capacity • Feedback on employee satisfaction surveys • Crisis management communication – website, texting system • More formalized process for handling crisis • More internal department meetings 	
Explore external communications work group to explore methods for patients to access services: assess what is working/make improvements as indicated, including communication to patients, external constituents during a crisis	Ongoing – report back within 18 months	<ul style="list-style-type: none"> • Complete revamp of the website • New patient portal • Texting / Mobile Commons notification system • Expanding social media opportunities 	
Review agency marketing plan for better consideration of targeting specific populations / areas	Submit annually to the board for review	<ul style="list-style-type: none"> • Bus ads • “We see you” campaign • Website revamp & updates 	Due to budget constraints we have scaled back on the marketing plan in the new fiscal year (18-19). We are looking at inexpensive ways (including earned media) to market

		<ul style="list-style-type: none"> Transgender Advisory Committee and the Black Leadership Advisory Committee & Programs – word of mouth 	and spread the word about CrescentCare.
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Priority Area 3: Assess and Assure that CrescentCare is Meeting the Needs of the Community

Action	2015 proposed Time frame	August 2018 Update	Revised goal
Institute a needs assessment process that includes a review of available tools, data, and information from Community, State, and Regional resources to compile CrescentCare’s needs assessment	Report annually	<p>We have reviewed the needs assessment data available to us as we look at applying for new grants.</p> <p>We have also partnered with the Jewish Family Services on an LGBTQ focused needs assessment.</p> <p>Particularly after Medicaid expansion, the data continues to show the need for access to primary medical care and behavioral health services. We have prioritized the expanding into behavioral health / psychiatry, transgender care, substance abuse and pediatrics in response to our patients’ needs, feedback from staff, and grant funding opportunities to support this work.</p>	Revisit instituting a needs assessment once we are in the new building with the potential of using the needs assessment as a way of connecting with the community.
Strengthen collaborative partnerships by developing an inventory of collaborative partners in the areas of health, wellness, and advocacy. Identify gaps, reach out and form strategic collaborations with new partners to fill in gaps.	Report annually	Over the last three years we have significantly strengthened our partnerships with external organizations – including 504HealthNet, Tulane, LSU, & UMC. As we look at moving in to the new neighborhood, we have also collaborating with some of the neighborhood associations.	

