

Disclosure of Commercial Interests

Presenters for ACHCA must verbally disclose all commercial interests during their presentation. Please note that any text shown in black is the template text you would actually show/use within your presentation. All red text is directional only and should be removed. All final presentations are due to ACHCA by April 6, 2018. Once these are turned in, no changes can be made.

I have commercial interests in the following organization(s): (or I consult for the following organizations)

List the Name of Your Employer:


- Your title
- Name of organization
- What the company does? (one sentence)


If consultant for organizations, only list the names of the companies for which you consult.

- List all commercial interests. Note if you are employed by a company, you have a commercial interest in that company.
- If you are not employed, do not consult for anyone, and have no financial investments in organizations in the health care industry, then you may state that you "have no commercial interests."

NOTE

- This content should be your 1st slide (The second slide is your title slide.)
- SMALL LOGOS are now permitted on slides or handouts. These need to be at the bottom of the screen and presentations still need to be educational only and contain no advertisement.
- Please limit the mention of your Company throughout the presentation – however, from this point forward your presentation needs to be informative and educational in nature- there should be NO company pushes.
- You may format the above information and directions to fit the theme, colors and/or background of your slide presentation.

 **BKD**
CPAs & Advisors

 BKD National Health Care Group



BKD LLP
CPAs & Advisors

 BKD National Health Care Group



STRATEGY MAKES THE MISSION:

Practical steps on how your mission can guide you to success

 **BKD**
CPAs & Advisors

 BKD National Health Care Group

OBJECTIVE:

- Using an organization’s mission as a lens, project five years forward to chart a course for success through the use of current realities, big data, market conditions, and evolving trends in post-acute care, aging services and senior living markets

BKD National Health Care Group **BKD**
CPAs & Advisors

WHAT IS YOUR ORGANIZATION’S MISSION

- In your founding documents
 - IRS Form
 - Articles of incorporation
- Widely used now
 - Internally
 - Externally
 - Website

BKD National Health Care Group **BKD**
CPAs & Advisors

WHAT DOES YOUR MISSION SAY ABOUT YOUR ORGANIZATION?

- How has the mission evolved over the years?
- How has the organization evolved over the years?
- Has your mission outpaced your limited resources?
- Is it still realistic?
- Does it contain a ‘stretch goal’?

BKD National Health Care Group **BKD**
CPAs & Advisors

STRATEGY MAKES THE MISSION

- Remember your mission is the guiding principle to lead your entire organization forward for the next five years
 - Does it need to change?
 - Has it kept up with the times?

BKD National Health Care Group



OVERCOMING YOUR FEARS

- Don't let fear deter you from strategic planning!
- Ambiguity does not have to be a given in strategic planning
- There is a logical process to follow
- In the end your strategic plan **MUST** be unique to your organization!

BKD National Health Care Group



STRATEGIC TEAM

- Build a Strategic Team for your organization
 - Involve stakeholders from all facets of your business
 - Front line / middle managers / executives
 - Board members
 - Residents / families
 - Community leaders
 - Give your team a name
 - Set ground rules up front – action / accountability

BKD National Health Care Group



CONDUCT S-W-O-T ANALYSIS WITH THE TEAM

- Definition
 - Strengths – Internal
 - Weaknesses – Internal
 - Opportunities – External
 - Threats – External

BKD National Health Care Group **BKD**
CPAs & Advisors

LISTENING SESSIONS

- Conduct listening sessions with groups of previously mentioned stakeholders asking them:
 - What defines the organization to them?
 - Where should the organization be in five years?
 - Ground rules for discussion
 - Be open to suggestions
 - Don't draw conclusions on the spot
 - Don't defend the past

BKD National Health Care Group **BKD**
CPAs & Advisors

CRUNCHING THE NUMBERS

- Let those like BKD help you with 'Big Data'
 - Hospital discharges
 - Competitor admissions / diagnoses
 - Referral patterns
 - Demand for services in the next 5 years
 - Competitors staffing patterns / hourly rates / etc.
- Internally, what are your trends
 - Admission source/ discharge locations
 - Occupancy trends / bottlenecks
 - Referral patterns

BKD National Health Care Group **BKD**
CPAs & Advisors

RESOURCE INVENTORY

- New paradigm in strategic planning
 - What resources do you have that make your organization the best?
 - People
 - Residents
 - Leaders
 - Culture
 - Reputation
 - Faith-based connections

BKD National Health Care Group **BKD**
CPAs & Advisors

BLINDSIDE

- Just like the movie 'Blindside'
 - Protect / invest in your defining resources with all you have!
 - Invest in them daily – education / training
 - Grow from within – career ladders
 - Promote from within – stretch assignments

BKD National Health Care Group **BKD**
CPAs & Advisors

COMMUNICATION IS KEY TO SUCCESS

- Share with all stakeholders updates coming from the strategic team
 - Progress
 - Successes
 - Failures

BKD National Health Care Group **BKD**
CPAs & Advisors

THIS IS NOT WHACK-A-MOLE

- Focus on three to five tangible areas for success
 - Revenue diversification / enhancement
 - Bundled services with ACOs
 - Home and community-based services
 - PACE
 - Low / moderate income housing
 - Take credit for all you do
 - Medicare / Medicaid documentation - billing

BKD National Health Care Group **BKD**
CPAs & Advisors

FOCUS


- Expense reduction
 - Group purchasing
 - Variable-based budgeting / staffing
- Non-revenue-producing amenities
 - Wellness residents and employees
- Partnerships
 - Hospitals
 - Pharmacies
- Physical plant
 - Average age of plant?

BKD National Health Care Group **BKD**
CPAs & Advisors

CAPACITY ISSUES

- What is on your plate?
- How many direct reports do you have?
- Promote from within
- Delegation, not dumping

BKD National Health Care Group **BKD**
CPAs & Advisors



ACCOUNTABILITY

- Dash boarding
 - Report results frequently to stakeholders
 - Celebrate wins
 - Be honest about setbacks

BKD National Health Care Group **BKD**
CPAs & Advisors



IN REVIEW

- Picking your team
- Listening
- Crunching the numbers
- Resource inventory
- Communication
- Focus
- Accountability
- Adaptability

BKD National Health Care Group **BKD**
CPAs & Advisors



QUESTIONS?

BKD National Health Care Group **BKD**
CPAs & Advisors



THANK YOU!
FOR MORE INFORMATION

 BKD National Health Care Group

BKD
CPAs & Advisors



BKD THOUGHTWARE®
Sign up at bkd.com/subscribe

articles // emails // presentations // videos // webinars

 BKD National Health Care Group

BKD
CPAs & Advisors
