



Strategic Plan

2016-2018

**As approved by the OHA Board
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Ohio Hospital Association

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Mission, Vision, and Values

Mission

OHA exists to collaborate with member hospitals and health systems to ensure a healthy Ohio.

Vision

OHA speaks with one unified voice for all Ohio hospitals and health systems and leads the effort in developing a high quality, sustainable system by focusing on:

- Advocacy
- Economic sustainability
- Patient safety and Quality

Values

Our values focus on:

- Service to members
- Continuous improvement
- Team commitment

Organizational Priorities



Strategic Goals 2016-2018

Goal One

Boldly advocate for public policies that empower Ohio hospitals and health systems to serve their communities.

Goal Two

Ensure the economic sustainability of hospitals and health systems in Ohio through advocacy and strategic analysis.

Goal Three

Lead the nation in quality improvement on key issues as identified by OHA members.

Goal Four

Strategically-position OHA as the united voice for hospitals and health systems in Ohio by leveraging our value proposition and communicating the vital role of our members to priority stakeholders.

Goal Five

Increase member engagement and enhance member experience.

Goal Six

Ensure organizational excellence through commitment to the highest standards of operational and administrative practices.

Goal One

Boldly advocate for public policies that empower Ohio hospitals and health systems to serve their communities.

Objective A

Develop and publish a formal advocacy agenda and a winning strategy playbook at the start of each state legislative session declaring OHA's positions and providing members tools to advocate for those positions by Q2 2016.

Key Tactics:

- Secure input of members about key priorities and positions
- Publish advocacy agenda for distribution to members and key stakeholders
- Draft a playbook with relevant strategies, priorities, facts/numbers, tactics, and talking points, and update as appropriate
- Brief OHA members on how to best use the playbook for winning results

Objective B

Revamp strategic approach to strengthen the position of the Friends of Ohio Hospitals PAC by Q2 2017.

Key Tactics:

- Engage PAC board leadership to spearhead new strategy, including revamping the PAC steering committee scope and structure
- Refresh peer-to-peer solicitation efforts by providing turnkey tools for PAC leaders
- Secure 100 percent contribution rate from all OHA and subsidiary board members and OHA executive leadership team

Objective C

Create and implement a targeted outreach and cultivation process to engage at least one-third of Ohio hospitals'/systems' board members in some advocacy activity on behalf of OHA by Q4 2018.

Key Tactics:

- Create a pilot effort with one or two members with representatives on the OHA Board to test best ways to engage hospital board members
- Establish a method to document approval from CEO to access the hospital or system board
- Plan and implement an outreach initiative to visit and engage hospital boards throughout the state and educate them on how they can help OHA advocate for their organizations

Objective D

Explore potential strategic partnerships to diversify and broaden the base of stakeholders and supporters from across the continuum of the health care delivery system.

Key Tactics:

- Explore methods to engage and provide services for hospital-employed physicians
- Leverage OHA Board members and other association leadership to help identify future partners, stakeholders, and supporters
- Add prospect list to distribution list to receive OHA communications and consider hosting cultivation events to expand and deepen relationships

Goal Two

Ensure the economic sustainability of hospitals and health systems in Ohio through advocacy and strategic analysis.

Objective A

Develop and execute a game plan for navigating the next state budget and preparing for potential economic threats by Q1 2017.

Key Tactics:

- Create a health economics strategy team of OHA members and staff to develop plan
- Have Board review and approve plan
- Execute membership education efforts around budgeting game plan prior to Q4 2016
- Develop written list of recommendations for state policymakers prior to Q3 2016
- Maximize opportunities to access federal matching dollars through Medicaid
- Evolve franchise fee programs to be less dependent on fee-for-service Medicaid by leveraging relationships with MCOs
- Establish relationships at staff level with key CMS decision-makers to facilitate any necessary program changes

Objective B

Collaborate with members to lead in shaping a new system of greater health care price transparency.

Key Tactics:

- Leverage strategy action team
- Explore partnership with vendor(s) to optimize member capabilities in providing pricing information
- Develop public relations campaign highlighting challenges facing providers and OHA's efforts in this area

Objective C

Explore the impact of behavioral health and addiction issues on OHA's members and determine if there is a potential role for the association in addressing these issues.

Key Tactics:

- Leverage OHA's Behavioral Health Work Group to become strategy action team
- Develop strategic framework of two-three areas where hospitals can play an effective leading role in improving behavioral health environment
- Identify and track metrics with credible data to ensure improvement

Goal Three

Lead the nation in quality improvement on key issues as identified by OHA members.

Objective A

Reduce severe sepsis and septic shock incidence and mortality by 30 percent by Q4 2018.

Key Tactics:

- Lead a statewide sepsis reduction hospital collaboration to improve implementation of best practices, specifically early identification and treatment
- Work with other provider groups (EMTs, physicians, long-term care facilities, and others) to improve early identification and treatment through the continuum of health care
- Develop educational materials geared toward caregivers and generate public awareness on sepsis and the potential warning signs

Objective B

Reduce infant mortality in Ohio to a rate of 5.5 by Q4 2018.

Key Tactics:

- Continue OHA's statewide collaboration to implement the eight strategies identified by the Clinical Advisory Committee (including newly added efforts involving neonatal abstinence syndrome and smoking cessation) to reduce infant mortality
- Work with Ohio Medicaid and the Ohio Department of Health to implement policies that accelerate improvements with high risk, low income populations

Objective C

Create a quality platform to support advocacy efforts.

Key Tactics:

- Work with OHA's Advocacy and Public Affairs teams to develop a value-driven quality advocacy strategy

- Identify the most compelling OHA-led quality improvement efforts and Ohio hospital performance levels
- Utilize the OHA Database (from the non-dues based Data Services program) to quantify value-based metrics, such as dollars or lives saved
- Leverage OHA Data Services technical infrastructure to organize reporting by legislative district

Objective D

Collaborate with members to solve practical and political problems related to hospital quality transparency.

Key Tactics:

- Engage the Clinical Advisory Committee to reach consensus on meaningful hospital quality metrics
- Work with OHA's Advocacy and Public Affairs teams to present quality metrics in a way that is meaningful and appropriate for consumers and policy makers
- Achieve OHA Board support for quality transparency recommendations and implement the motion ultimately approved by the Board

Objective E

Increase funding sources for Institute for Health Innovation by 10 percent and gain national recognition by Q4 2018.

Key Tactics:

- Establish fundraising and development plan for 2016-2018 including financial goals and funding targets
- Create attractive giving and naming opportunities
- Solicit priority targets
- Identify and apply for grants and contracts aligned to the Institute's mission

Goal Four

Strategically-position OHA as the united voice for hospitals and health systems in Ohio by leveraging our value proposition and communicating the vital role of our members to priority stakeholders.

Objective A

By Q1 2017, create a dynamic and compelling value proposition for OHA that articulates how the association delivers on its mission and is a relevant catalyst in ensuring a healthy Ohio. The value proposition will be foundational to advancing OHA's advocacy to the next level.

Key Tactics:

- Create *ad hoc* working group to articulate OHA's value proposition
- Solicit feedback and input from Board of Trustees
- Develop digital and print materials to communicate OHA's value proposition

Objective B

Develop and implement a communications plan by Q1 each year to articulate the value of OHA and support advocacy efforts.

Key Tactics:

- Create a customized message platform for each of OHA's target audiences
- Ensure implementation tools and tactics are well-coordinated to support OHA's advocacy efforts

Objective C

Leverage media relations efforts to advance OHA's advocacy agenda and enhance the favorable reputation of hospitals and health systems in Ohio.

Key Tactics:

- Create and implement a statewide media campaign to promote OHA's priority quality initiative, i.e. sepsis

- Conduct public opinion research to assess Ohioans' perceptions and awareness of hospitals and health systems

Objective D

Work with members to promote the community impact and benefit of hospitals and health systems in Ohio.

Key Tactics:

- Collect community benefit data from OHA member hospitals
- Assemble statewide community benefit report that calculates aggregate community benefit of Ohio hospitals and charitable activities beyond the IRS Form 990 reporting
- Create or commission a report on the value of Ohio hospital tax-exemption
- Develop advocacy and communications toolkit around community benefit for hospitals
- Build on current reporting to better articulate value proposition of the hospital community and the linkage of benefits, both clinical and economic

Goal Five

Increase member engagement and enhance member experience.

Objective A

Achieve an annual member retention rate of 100 percent of full-service acute care hospitals.

Key Tactics:

- Continue to provide exemplary products and services
- Actively listen to members about their needs, challenges, and satisfaction
- Maintain or increase the economic cost of being a non-member hospital in Ohio

Objective B

Benchmark and improve member satisfaction survey scores on biennial survey by 15 percent by Q4 2018.

Key Tactics:

- Develop a member satisfaction research methodology by Q2 2017
- Conduct initial membership survey
- Use results of initial survey to set benchmark and strive to improve score

Objective C

Enhance OHA's customized member return on investment (ROI) report which displays the products, services, and personal contact each OHA member uses per year by Q3 2017.

Key Tactics:

- Evaluate current report and explore ways to mine information from OHA's customer relationship management system to enhance report
- Explore ability to provide report online and update regularly in real-time

- Tally all data form reports to generate comprehensive, association-wide report to further demonstrate the value of membership

Goal Six

Ensure organizational excellence through commitment to the highest standards of operational and administrative practices.

Objective A

Foster a dynamic workplace dedicated to developing staff so that they can reach their potential and advance the mission of OHA.

Key Tactics:

- Conduct ongoing assessment of staffing and talent needs
- Provide professional development opportunities for staff, including, but not limited to, accreditation and certifications in individual respective fields
- Continue team building and social opportunities

Objective B

Create metric dashboards with key performance indicators (KPIs) to track financials and organizational progress and provide standard reports to the Board of Trustees by Q4 2017.

Key Tactics:

- Identify appropriate KPIs
- Design functional and graphically-appealing format for report(s)
- Explore most accurate and efficient sources for generating data

Objective C

Upgrade and increase efficient use of technology to enhance organizational productivity and to ensure the highest level of data security by Q1 2018.

Key Tactics:

- Continue technology privacy and security compliance program by conducting regular security vulnerability assessments and third party audits
- Advance existing security program by achieving compliance with National Institute of Standards and Technology guidelines and standards related to Federal Information Security Management Act
- Conduct annual assessments of organizational operational technology needs and implement appropriate technologies, including robust central membership database
- Ensure OHA staff have appropriate training and skills needed for current technologies