

**Beaver Island Rural Health Center
Strategic Plan
2018-2023**

Purpose of the Plan

- Identifies a set of **priority** goals and strategies for BIRHC for the next 5 years
- A guide for Board and management annual planning and decisions – to be reviewed and revised periodically
- Not a comprehensive operating plan; not a step-by-step “must do” plan

Planning Process (September 2017 – May 2018)

Interviews with all Board members, BIRHC staff, several outside stakeholders; and review of BIRHC documents

Discussions at three Board retreats; other Board and sub-group meetings

Two drafts of plan before adoption by the Board

Communication to Beaver Island Community

Plan Contents

- Governing Ideas:
Mission, Vision & Values of BIRHC
- Strategic Situation (2017)
- Operating At “THE NEXT LEVEL”
- What Needs to be Done to Get there
- How Are WE going to Do it
- Year 1 (2018) Objectives
- Using the Strategic Plan

Governing Ideas of BIRHC

Mission	To provide high quality, cost effective patient treatment and wellness services and to serve as a primary care facility to the Beaver Island community.
Vision for 2020	BIRHC accommodates expanding demand for its medical services, including accredited emergency care, community education programs, prevention and wellness activities. The Center is staffed by a team of family practice physicians, nurse practitioners and technicians who provide primary care to most year-round and seasonal residents. Basic financial stability is ensured by reliable local funding, growing state and federal funding, and community contributions and income from the Center's endowment. The Center is highly networked with other northern Michigan medical organizations—collaborating and sharing resources. BIRHC's professional administrative staff works in partnership with dedicated Board and community leaders to make sure programs and services are aligned with community needs and resources.
Values	<p>The BIRHC:</p> <ul style="list-style-type: none"> • Believes that access to high-quality health care is a basic community need, regardless of a person's ability to pay. • Adheres to practices that promote financial integrity and accountability. • Provides services with care, respect, and sensitivity for patients' needs, and seeks always to have the patient's trust. • Is dedicated to and complies with medical best practices. • Reflects in its board membership the Island's diverse population.

BIRHC Strategic Situation

- In the past 5 years, BIRHC has experienced growth in service "encounters," types of services, health care revenue, and assets.
- It has maintained a positive position in the Island Community.
- The Center maintains high standards of medical practice and constantly looks for new services that it can provide at affordable cost.
- Center's finances (from Customers, State and Local Government) has been stable, yet relies substantially on donor support.
- The Center has a hands on Board of Trustees that focuses on planning and policy decisions, and provides leadership in community relations, fundraising, and Management guidance.
- The Center engages a network of relationships and engagements with score of organizations, in the pursuit of new capabilities.
- In the Board's view, the BIRHC Organization must address 8 STRATEGIC ISSUES:

BIRCH STRATEGIC SITUATION

1. Managing the Board's leadership transition
2. Ensuring the Center's long-term financial stability
3. Assuring the Center's short and long term staffing requirements
4. Providing for the maintenance and expansion of the Center's services
5. Maintaining and expanding critical relationships needed to enable the Center to serve the Community's current and future needs, including partnering with Munson or others
6. Assuring the recognition of High Quality of Care in the Community
7. Securing Dental Services
8. Enhancing Community Communications

WHERE WE WANT TO BE IS Operating At "THE NEXT LEVEL"

THE NEXT LEVEL" requires the Board and Management to strengthen the Organization's:

capacities to undertake and implement long term goals; build and maintain networks, relationships that support the Center's Strategic Plan.

To operate at "THE NEXT LEVEL," BIRHC needs to:

1. Create a 5 year Financial Plan and Implement it
2. Structure the Board Committees to be consistent with the actions required to be at "THE NEXT LEVEL"
3. Strengthen BIRCH's Resource Development Program
4. Put in place an Effective Recruiting Program
5. Implement an on-going Quality Assurance Program
6. Develop a Plan to build a strong Relationship with Munson and work it.
7. Install Dental services
8. Strengthen Community Communications

WHAT ARE GOING TO DO TO ADDRESS THE REQUIREMENTS

1. Create a 5 year Financial Plan

Annual operating budget - lookout 5 years

Facility, Equipment, Technology needs/cost

Advocacy Cost

Lobbyist

Munson

Fund Raising Cost

Recruiting Cost

2. Structure Board and Committees

Align Committees with the requirements

Staff members of committees with those from the community that can help

Establish periodic committee meetings and hold them

Report at each Board meeting

3. Fund Raising/Resource Development

- Car Raffle or Equivalent

- Quarterly News Letter and Annual Appeal

- Build Endowment – Legacy Donors

- Contact Christie

4. Effective Recruiting

- Hire a professional Recruiter?

- Establish connections with NP college placement offices

- Bond with Munson, Mackinaw, Straits Hospital

- Association of Rural Health Centers

- Create a process for recruiting Board Members

5. Effective on – going QC Program

- Dr. Martin

- Munson/Charlevoix Hospital

- Munson – set up QC program and execute it thru Tel Med?

6. Install Dental Services

Acquire Dental equipment

Dental Schools

Dental Equipment Mfg's

Network local area Dentists

7. Build active Relationship with Munson

Schedule quarterly, semi annual meetings with key personnel

Identify key targets (head of human resources, purchasing,
and CEO)

Give updates. Ask for assistance, not dollars

8. Enhance Community Communications

HOW ARE WE GOING TO DO IT

BIRHC lacks the staff required to meet the Requirements/Objectives.

We will need to engage others in addition to ourselves.

To provide the skill sets required the Board needs to, as per item2 page7, create 6 committees, each with a specific task.

The committees are:

FINANCE

Task - Item1, page7

RESOURCE DEVELOPMENT

Task - Item3, page7

RECRUITING

Task - Item4, page7

COMMUNITY COMMUNATIONS

Task – to be determined

QUALITY CONTROL

Task – Item5, page 7

MUNSON INTERGRATION

Task – Item 6, page 7

DENTAL

Task – Item7, page 7

THE BOARD will do Task – Item 2, page 7

HOW ARE WE GOING TO DO IT

Each committee Will

Select it's Members, a Board Trustee may or not be selected

Be comprised of members considered to have appropriate skills and interest

Elect it's own chair

Report to the Chair of the Board

Prepare a Plan and Work it, revise as conditions indicate

Hold at least quarterly or more meetings as needed

Consult with BIRHC Management and other committees, outside groups, and individuals

Year 1 (2018) Objectives

1. Finalize the STRATEGIC PLAN
2. Create all the required Committees
3. Board review and approval of each Committee's Plan
4. Set schedules for Board Review of Committee's quarterly reports
5. Work the Committees plans

Using the Strategic Plan

- Board/Mgt set annual objectives; budget reflects objectives
- Board reviews progress on plan goals/targets at every board meeting and at annual retreat (summer)
- Board/Mgt revise plan as needed
- Board makes plan (Governing Ideas and Goals & Targets) available to public and shares with partners and stakeholders