

The Role of Leadership in Planning Services to Meet Needs: Part B

领导在计划服务来满足需求方面的角色:B部分

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Embrace Change:
Building today's leaders
拥抱变革:打造今天的领导者

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Disclosure of Conflict of Interest

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Part B Learning Objectives学习目标

1. Describe the planning process for new clinical services to meet community and patient needs. 描述满足社区和病人需求的新临床服务的规划过程。
2. List financial considerations for sustainable clinical services. 列出可持续临床服务的财务因素。

Agenda 日程

1. Planning Services in the Context of Strategy
在策略方面的规划服务
2. The Business Plan: Writing Ideas Down
商业计划:把想法写下来
3. The Financial Pro-Forma: Looking for Sustainability
金融形式:寻求可持续性



The Role of Leadership in Planning Services to Meet Needs: Part B

SECTION 1 – PLANNING SERVICES IN THE CONTEXT OF STRATEGY

在策略方面的规划服务



GLOBAL HEALTHCARE CONFERENCE

Scenario 方案

» You are the chief executive officer of a private hospital in a large urban area, including government and private hospitals.

你是一位大城市的私人医院的CEO，包括政府和私人医院。

» Your medical director comes to you with an idea for a new service the hospital should offer: Renal hemodialysis.

你的主任向你提出了医院提供一项新服务的想法：肾血液透析。

» Intuitively, you agree with your medical director but you need evidence to get support from you board.

直觉上，你同意主任的提议，但你需要证据得到董事会支持。

» What steps do you take to objectively evaluate this opportunity?

你如何客观地评价这次机会？



What is a service line?什么是服务线路?

» Business services organized around a group of similar customers, rather than similar processes or work.

业务服务围绕一组相似的客户组织，而不是类似的流程或工作。

~ Typical hospital service lines:典型的医院服务线路:

- Cancer services癌症服务
- Orthopedics骨科
- Mother and baby母婴
- Cardiac services心脏服务



Strategic Plans 战略计划

» Strategic plans set the overall direction of an organization over a longer period of time, typically 3-5 years.

战略计划设定了单位在长时间内的总体方向，通常是3-5年。

~ Affirms the mission and values of the organization.

确定本单位的使命和价值。

~ Reviews the current state of the organization and the market.

回顾组织和市场的当前状态。

~ Sets the vision for the organization.

为单位设定远景目标。

~ Establishes the goals to realize the vision.

建立目标以实现愿景。



Community Value and Economic Value 社区价值和经济价值

» Implicit in the Joint Commission International standards is the importance of making decisions that are sound from an economic perspective as well as a community need perspective. 联合委员会的国际标准蕴含着作出从经济角度和从社区需要角度来看都是健全的决定的重要性。

~ **What services does the community find value in and are willing to pay for?**

社区认为哪些服务有价值并愿意为此付费？

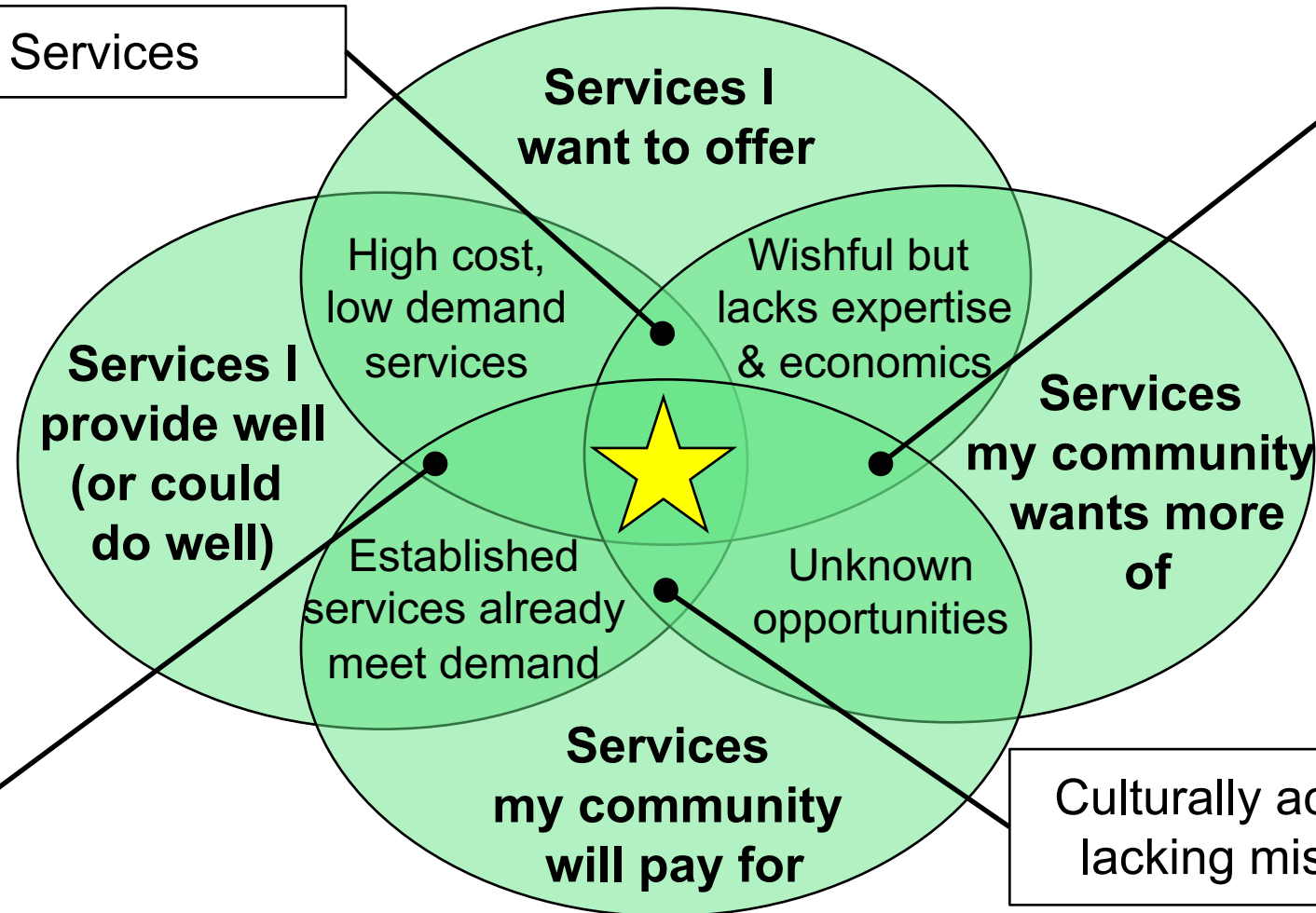


Selecting Service Lines 选择服务项目

Charitable Services

Services in need of development


Ideal services



Health education
& advocacy

Culturally accepted services
lacking mission alignment



Common Pitfall 常见陷阱

»“Can’t you see? It’s obviously part of our mission, therefore we should do it. Do not question this...It is the right thing to do!”

看不出来吗?这显然是我们使命的一部分, 因此我们应该这样做。不要质疑这一点.....这是正确的做法!”

~Rigorous processes to evaluate business decisions will help your organization to avoid these traps and be good stewards of your limited resources. 评估业务决策的严格过程将帮助您的组织避免这些陷阱, 并成为有限资源的良好管理者。



Growth Rates-Market Share Matrix 增长率-市场份额模型

	High Market Share高市场份额	Low Market Share低市场份额
High Growth	<p>★ Star ★</p> <p>Very cash intensive, High cash flow</p>	<p>? Question Mark ?</p> <p>Very cash intensive, Inadequate cash flow</p>
Low Growth	<p>\$ Cash Cow \$</p> <p>Limited investment opportunities High cash flow</p>	<p>X Pet X</p> <p>Limited investment opportunities Inadequate cash flow</p>



Agility and Market-responsiveness

敏捷度和市场反应度

» Highly volatile and turbulent market conditions will destroy those with rigid business strategies.

高度波动和动荡的市场环境将摧毁那些僵化的商业战略。

» Long-term success will depend on the agility and the quick responsiveness towards market and environmental conditions. 长期的成功将取决于对市场和环境条件的敏捷性和快速反应。

» Know your market! 了解你的市场



Importance of a Business Plan 商业计划的重要性

» Gives direction so that everyone in the organization works together to accomplish the same goal.

为组织中的每个人提供指导，使他们共同完成相同的目标。

» Outlines specific tactics planned to make progress.

概述计划取得进展的具体策略

» Useful in gathering support and consensus.

有助于统一支持和共识。

» Helps to hold stakeholders accountable.

帮助股东承担责任。



Business Plans: Plans for Growth

商业计划: 增长计划

» Business plans help the organization pursue its goals to realize the strategic vision.

业务计划帮助单位实现目标，从而实现战略远景。

~ Articulates the growth opportunity to stakeholders:

- Describes how it supports realizing the vision.
- Fit of the strategy in overall mission.
- Describes how and when it will be achieved.
- Describes the resources necessary.
- Describes who will be accountable to steward the opportunity.

~ Business plan is not something to complete and put on a shelf!



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SECTION 2 – THE BUSINESS PLAN: WRITING IDEAS DOWN

第二部分——商业计划:把想法写下来



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Six Steps 六个步骤

1. **Assessment of Market Need** (What is market need?)
市场需求评估(市场需求是什么?)
2. **Business Plan objectives** (How to address market need?)
商业计划目标(如何满足市场需求?)
3. **Resources Needed** (How to make it a reality?)
所需的资源(如何使其成为现实?)
4. **Funding Sources** (How are you going to pay for it?)
资金来源(你打算如何支付?)
5. **Financial Projection** (Will it be sustainable?)
财务预测(是否可持续?)
6. **Decision and Action Steps** (Move forward, yes or no?)
决策和行动步骤(向前发展, 是还是不是?)



How to Assess Market Need 怎样评估市场需求

» Go beyond intuitive or anecdotal evidence.

超越直觉或经验证据。

» Focus on data driven decision-making: 关注数据决定决策:

- Focus groups 关注团体
- Voice of the community (press, gov't, chamber/community groups, religious entities) 来自社会的声音
(新闻、政府、商会/社区团体、宗教团体)
- Physicians and other healthcare workers 医生和其他医护人员
- Health insurance plans 健康保险计划
- Other 3rd party data collection companies (if available)
其他第三方数据收集公司(如有)



Market Needs Assessment 市场需要评估

» Comprehensive External Analysis 综合外部分析

- ~ Political, Economic, Social, Technological, Legal, Environmental components (PESTLE rubric). 政治, 经济, 社会, 技术, 法律, 环境组成部分
- ~ Informs the Opportunities and Threats in a SWOT Analysis. 在SWOT分析中发现机会和威胁。

» Competition Profile 竞争对手资料

- ~ Who are they and where are they located? 他们是谁, 在哪里?
- ~ What are their capabilities, strengths, and weaknesses? 他们的能力、优点和缺点是什么?
- ~ What are their reputation and market share? 他们的声誉和市场份额如何?



Setting Service Line Objectives 设定服务目标

» **Identify your goals for Service Line Growth** 确定你的服务线增长目标

~Building around your competitive advantage. 建立你的竞争优势。

- Draw on your strengths that align with your opportunities

利用与你的机会相匹配的优势

~Market strategy: Who is(are) your target market(s)?

市场策略：谁是你的目标市场？

~Sources of income 收入来源

~Pricing strategy 定价策略



Scenario Application: Market Assessment

场景应用:市场评估

Strengths 优势	Weaknesses 弱点
<i>(part of internal analysis)</i>	<i>(part of internal analysis)</i>
Opportunities	Threats
Diabetes rates (social) Income growth (social) Insurance coverage (economic) Desire for comfortable access (social) No private services locally (economic) Public hospital wait times (political) Local physician support (social)	Quick-reacting competition (economic) Competition's access to capital (economic) Public hospital offers free care (political) 200% tariff on imported equipment and supplies (political)



Scenario Application: Competitive Advantage – What Sets You Apart?

场景应用：竞争优势——是什么让你与众不同？

» **Build on your strengths that align with your opportunities.**

建立在你的优势和机会上。

- ~Will you rely on compassionate customer service?
- ~Will you be known for cutting edge technology?
- ~Will you be known for the best clinical care and outcomes?
- ~Your business will need to identify the niche area that makes it competitive in the market.
- ~Articulate whether there is a limited window of opportunity to take advantage of an opening in a market (if applicable).



Scenario Application: Target Market

场景应用:市场评估

PRIMARY TYPES OF CUSTOMER SEGMENTATION

Geographic

- Distance
- Urban or rural

Demographic

- Age & Gender
- Income level

Behavioral

- Frequency of use
- Existing patterns

Psychological

- Priorities
- Attitude

» Develop a description of the profile of your target market using this type of segmentation.

~What is the forecasted market growth for this group?

~How much market share can you expect to gain?



Scenario Application: Sources of Income

场景应用:收入来源

- » Will you bill insurance or operate exclusively on cash payments?
- » Will you participate in managed care or related incentive programs?
- » Are you expecting any subsidies from the government or elsewhere?
- » Will you have a retail income component?
- » What types of services or products will you sell?
- » How much money do you expect each source of income (types of services or products sold) to provide to your business each year?



Scenario Application: Pricing Strategy

场景应用:定价策略

- »Are you pricing lower or higher than prevailing market rates for the services and products you provide?
- »Are you engaging in “loss-leader” pricing for any of your lines of business in order to attract customers other (profitable) services?
- »Will you provide discounts or special pricing?



Identifying Clinical Space

确定临床空间

- » Location and accessibility 位置和访问性
- » Building, buying, or renting 建造、购买或租用
- » Appropriately sizing the clinic 适当调整诊所规模
- » Availability of utilities and services 公用设施和服务的可用性
- » appropriate approvals 适当的批准



Scenario Application: Identifying Space

场景应用：识别空间

- » Where will you be located, and how accessible is it to your target market?
- » Are you planning to build a new building or use existing space?
- » How close is your facility to transportation? Are basic utilities available and reliable?
- » Does the government approve and/or support your facility development? Does your facility comply with regulations?
- » Is the location big enough to handle the business you expect to see? Is there room for future growth in business volume?



Identifying Staff 识别员工

- » Management 管理层
- » Clinical staff 临床人员
- » Support staff 后勤人员
- » Professional services 专业服务
- » Roles and responsibilities 角色和责任
- » Salaries and benefits strategy 薪水和利益策略



Staffing Models in the Context of Growth

在不断增长的情况下人员配置模式

- » Early reliance on generalists, then adapt to specialization.
早期依赖通才，然后适应专业化
- » Begin with lower-cost staffing models, and it will be easier to add cost than to subtract later on. 从成本较低的人员配置模式开始，以后增加成本比减少成本更容易。



Scenario Application: Identifying Staff

场景应用：识别员工

- » Identify the type and quantity of the necessary staff
 - ~ Create a job description with identified roles and responsibilities
- » Identify the wages and benefits cost of each employee.
 - ~ If they are difficult to recruit, how will you incentivize and recruit?
 - ~ Are you going to pay wages different than the market? Why?
- » Also account for any indirect support services such as information systems, accounting, or human resources?
- » **How will my staff give us a clinical and market advantage?**



Identifying Equipment and Supplies

识别设备和用品

» Equipment 设备

» Supplies 用品

» Sourcing and procurement 供货和采购

» Maintenance and support 维护和保养



Scenario Application: Equipment and Supplies 设备和必需品

- » What equipment will you need and how much will it cost?
- » How are you going to purchase your equipment?
- » What supplies will you need and how much will it cost?
- » How much will maintenance and support cost?
- » **How will equipment give me a clinical and market advantage?**



How to Publicize Your Efforts 如何宣传你的工作？

»Advertising strategy: 广告策略

- ~Branding 品牌化

- ~Traditional advertising 传统广告

- ~Social media and the Internet 社交媒体和互联网

»Advocacy and philanthropy: 宣传慈善事业

- ~Functions of the Board of Directors 董事会的职能



Scenario Application: Marketing

场景应用:市场营销

- » How are you going to brand your business?
你打算如何树立自己的品牌?
- » Will you spend money on marketing your business in traditional advertising (TV, billboards, newspapers, radio, etc.) or the Internet (or both)? 你会把钱花在传统广告(电视、广告牌、报纸、广播等)或互联网上(或两者兼有)吗?
- » Are you going to engage in social media marketing?
你打算从事社交媒体营销吗?
- » Who are you going to engage to help you in marketing your business? 你打算聘用谁来帮助你营销你的企业?



Financial Projections – Funding Sources

» Equity or Philanthropy 财务预测-资金来源 股权或慈善事业

- ~How much of your start-up capital will be equity or philanthropy?
- ~Who will be your major investors or donors?
- ~What are your investors' expectations for a return on investment?

» Debt 债务

- ~How much of your start-up capital will be debt-financed?
- ~Where will you borrow the money?
- ~What rate of interest do you expect to receive and what is the term of the debt?



The Role of Leadership in Planning Services to Meet Needs: Part B

SECTION 3 – THE FINANCIAL PRO-FORMA: LOOKING FOR SUSTAINABILITY

第三部分-财务形式:寻求可持续性



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The Importance of Financial Projections

财务预测的重要性

- » Standard part of a comprehensive business plan.
- » Assess project feasibility and sustainability:
 - ~ Sets expectation for financial performance.
 - ~ Exit strategy in case performance is below expectation.
- » Allows for quantitative comparison of different project opportunities simultaneously.
 - ~ Prioritize with competing proposals.
 - ~ Opportunity cost of inaction.



Elements of a Pro Forma Analysis

形式分析の要素

- » Baseline scenario: What will likely happen if nothing changes?
- » Pro forma scenario(s): What is the assumed incremental impact of making specified changes in the organization?
- » All scenarios should include:
 - ~Key assumptions
 - ~All start-up costs & any financing costs
 - ~Annual income statement and cash flows for 3-5 years
 - ~Metrics on profitability and return on investment
 - ~Risk and sensitivity analysis



Financial Projections – Key Assumptions

财务预测——关键假设

- » Patient volumes (daily visits, annual visits, unique patients, etc.)
 - ~Include conservative ramp up periods, and also consider capacity.
- » Payor mix (government, cash, commercial insurance, etc.)
 - ~Use a conservative price for each payor, multiplied by volume
- » Estimate expenses by category (also estimate annual cost growth)
 - ~Wages and benefits, supplies, maintenance, rent, utilities, depreciation, interest and taxes.
- » Use historical data whenever possible.
- » **Be conservative in each and every estimate!**



Financial Projections – Start-up Expenditures

财务预测-启动支出

» Start-up capital expenditures:

- ~Purchasing or leasing land, buildings, and equipment.
- ~Use actual quotes for equipment, including taxes.

» Can include pre-operating expenses:

- ~Wages and benefits before revenue begins.

» For multi-year capital projects, use a cash flow schedule.

Example	Year -2	Year -1	Year 1	Year 2	Year 3	Year 4	Total
Capital Expenditure	(\$100k)	(\$500k)	(\$50k)				(\$650k)
Net from Operations			\$150k	\$250k	\$300k	\$350k	\$700k



Financial Projections – Income Statement

财务预测-损益表

» Forecasted income statement

- ~ Revenues & expenses

- ~ Incremental approach: For each pro forma scenario, only show the incremental difference between the baseline and scenario

» Create a cash flow statement

- ~ Adjust financing, capital purchases, and depreciation into the year of cash flow, rather than revenue/expense recognition.



Financial Projections – Profitability Metrics

财务预测-盈利能力指标

- » Determine your net income and cash flow, year by year.
- » Profitability ratios and methods of assessment:
 - ~ Payback period
 - ~ Discounted payback period
 - ~ Net present value
 - ~ Profitability index



Payback Period 资金回收期

- » Payback period is used to identify your break even point.
 - ~ Using your net cash flows, how long does it take to recover the cost of your startup costs?
 - ~ Calculate cumulative cash flows
 - ~ Example: Cumulative cash flows become positive in year 3
 - ~ Calculation: $2 + (250k / 300k) = 2.83$ years

Example	Year -2	Year -1	Year 1	Year 2	Year 3	Year 4	Total
Net project cash flows	(\$100k)	(\$500k)	\$100k	\$250k	\$300k	\$350k	\$400k
<i>cumulative</i>	(\$100k)	(\$600k)	(\$500k)	(\$250k)	↪ \$50k	\$400k	



Discounted Payback Period折现回收期

» Discounted payback period incorporates the time value of money.

~ Stated in today's dollars.

~ Based on a discount rate

- Use 2-6%, based on your organization's cost of capital.

~ Calculation: $3 + (\$27k / \$244k) = 3.10$ years

Example	Year -2	Year -1	Year 1	Year 2	Year 3	Year 4	Total
Net project cash flows	(\$100k)	(\$500k)	\$100k	\$250k	\$300k	\$350k	\$400k
<i>cumulative</i>	(\$100k)	(\$600k)	(\$500k)	(\$250k)	\$50k	\$400k	
Discount Factor (5%)	1.000	0.9500	0.9025	0.8574	0.8145	0.7738	
Discounted net cash flows	(\$100k)	(\$475k)	\$90k	\$214k	\$244k	\$271k	\$244k
<i>cumulative</i>	(\$100k)	(\$575k)	(\$485k)	(\$271k)	(\$27k)	\$244k	



Net Present Value净现值

» **Net present value (NPV)** is the present value of a project's future cash inflows less the amount of investment needed to achieve it.

» Calculation: Sum of discounted cash flows.

Example	Year -2	Year -1	Year 1	Year 2	Year 3	Year 4	Total
Net project cash flows	(\$100k)	(\$500k)	\$100k	\$250k	\$300k	\$350k	\$400k
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Profitability Index 获利指数

» **Profitability index** is a way to compare various potential projects when you can't afford to accomplish them all.

~ Calculation: NPV of Operating Cash Flows / NPV of Investment Required

» Example: $(\$90k + \$214k + \$244k + \$271k) / (\$100k + \$475k) = \underline{1.42}$

Example	Year -2	Year -1	Year 1	Year 2	Year 3	Year 4	Total
Net project cash flows	(\$100k)	(\$500k)	\$100k	\$250k	\$300k	\$350k	\$400k
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Financial Projections – Risks & Sensitivity

财务预测-风险和敏感性

- » Understand which assumptions are most sensitive to profitability and net present value.
- » After scenarios are finalized, identify the 1-3 assumptions that have the greatest impact to the financial outcome.
 - ~ Replace the existing estimate with one that is even more conservative and one that is more aggressive.
 - ~ Measure the positive and negative impact to the Net Present Value calculation, and show this as part of your sensitivity analysis



Common Financial Analysis Pitfalls

常见的财务分析陷阱

- » Volume, pricing, or costs far too optimistic.
- » Tendency to identify breakeven point, and stagger scenarios around a preconceived conclusion.
 - ~ Develop scenarios before calculating profitability metrics.



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Questions

有问题吗？