**Hospital Name**

Project Planner for Affiliation

*Ensuring the Future of  
Healthcare in our Community*

Date

**Background and Process Overview**

Hospital Name board, medical staff and executive leadership is seeking to position the hospital for success in an increasingly challenging, competitive and costly environment. The hospital desires to broaden and strengthen the range of services available to patients, enhance community benefit, improve the health of the community served, and develop strong community involvement and commitment to the organization as a hospital of choice. In order to accomplish this, the Hospital Name board of directors chose to undertake a comprehensive three-phase process to assess the environment and potential strategic options, and potentially identify, evaluate and select a strategic partner for the future.

*Phase 1, Discovery and Fact Finding* includes:

* Determining the organizational and operational factors essential to ensure the hospital’s future success
* Investigating the advantages and disadvantages of potential organizational structures
* Building a base of intelligence about the hospital’s current situation
* Involving community members and other key stakeholders as active process participants
* Communicating the process to all key stakeholders
* Defining potential operating models
* Creating initial interest in establishing a relationship with the hospital among qualified strategic partners

*Phase 2, Decisions and Direction* includes:

* Preparing the board of trustees for informed dialogue and decision-making
* Identifying and engaging potential strategic partners

*Phase 3, Strategic Choice* includes:

* Engaging interested parties in competitive presentations of value and fit with the hospital
* Assisting the board of directors in potentially selecting a strategic partner to help ensure the future of the hospital and strengthen health care services in the community
* Transition of the process to the hospital’s legal advisors, as determined appropriate by the board

**Roles, Responsibilities and Time Frames**

**[*Note: These roles, responsibilities and time frames are for general planning purposes only. They are subject to change based on emerging issues, needs and opportunities.]***

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|  | **Activity** |  | **Responsibility** |  | **Time Frame** |
| **Phase 1: Discovery and Fact Finding** | **Develop Executive Overview of Health Care Trends** |  |  |  |  |
| Develop executive overview of health care trends and issues and their potential implications for the hospital |  | Consultant |  |  |
|  | Distribute the executive overview of trends to hospital administrative leaders, board members and medical staff, as appropriate |  | Hospital |  |  |
|  | **Review and Assimilate Various Hospital Materials** |  |  |  |  |
|  | Send materials to consultant for review |  | Hospital |  |  |
|  | Review materials to gain clear understanding of the present situation |  | Consultant |  |  |
|  | **Develop Summary of Organizational Structure** |  |  |  |  |
|  | Develop summary of advantages and disadvantages of various organizational structures, such as a strategic affiliation, management contract, services agreement, lease/purchase |  | Consultant |  |  |
|  | **Develop Online Survey of Hospital Medical Staff, Board Members and Administrative Leaders** |  |  |  |  |
|  | Develop first draft of online survey |  | Consultant |  |  |
|  | Review and approve survey questions |  | Hospital |  |  |
|  | Post online survey |  | Consultant |  |  |
|  | Send emails with link to survey, submission deadline: Day and Date |  | Consultant |  |  |
|  | Download survey results, develop executive summary of key findings |  | Consultant |  |  |

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|  | **Activity** |  | **Responsibility** |  | **Time Frame** |
| **Phase 1: Discovery and Fact Finding *(continued)*** | **Conduct Key Informant Research** |  |  |  |  |
| Define groups of approximately 3-5 individuals for telefocus groups to explore key themes and findings emerging from the online survey |  | Consultant/ Hospital |  |  |
|  | Develop telefocus group questions |  | Consultant |  |  |
|  | Schedule telefocus groups |  | Consultant |  |  |
|  | Conduct sessions |  | Consultant |  |  |
|  | Prepare summary report of key themes and findings |  | Consultant |  |  |
|  | **Develop Communications Process** |  |  |  |  |
|  | Determine key people/organizations to communicate process and progress to |  | Hospital |  |  |
|  | Develop Progress Update format |  | Consultant |  |  |
|  | Distribute Progress Updates, as needed |  | Consultant |  |  |
|  | **Develop a Summary of Key Operating and Financial Indicators** |  |  |  |  |
|  | Provide a list of indicators and definitions to CFO |  | Consultant |  |  |
|  | Calculate indicators for the past three years and provide to consultant |  | Hospital |  |  |
|  | **Conduct Community Meeting: Ensuring the Future of Healthcare in Our Community** |  |  |  |  |
|  | Develop a Community Meeting Planner, including logistics, agenda, seating plan, invitation letter and draft survey of operating principles |  | Consultant |  |  |
|  | Develop a list of invitees |  | Hospital |  |  |
|  | Send invitations |  | Hospital |  |  |

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|  | **Activity** |  | **Responsibility** |  | **Time Frame** |
| **Phase 1: Discovery and Fact Finding**  ***(continued)*** | Develop meeting materials, such as PowerPoint presentation, sign-in sheet, etc. |  | Consultant |  |  |
| Reserve meeting room |  | Hospital |  |  |
| Arrange for meeting refreshments |  | Hospital |  |  |
| Facilitate meeting |  | Consultant |  |  |
| **Develop an Information Package for Potential Strategic Partners** |  |  |  |  |
|  | Identify potential partner/proposers that will best fit the hospital’s needs |  | Consultant/ Hospital |  |  |
|  | First draft describing the opportunity to potential strategic partners |  | Consultant |  |  |
|  | Review of the information package |  | Hospital |  |  |
|  | Finalize information package for potential strategic partners |  | Consultant |  |  |
|  | Send information package to potential partners |  | Hospital |  |  |
|  | **Develop Summary Report of Relevant Phase 1 Results** |  |  |  |  |
| Reports to include survey results, summary of key themes and findings from key informant interviews, direction based on community meeting and hospital financial and operating indicators |  | Consultant |  |  |
| **Phase 2: Decisions and Direction** | **Develop and distribute a request for proposal** |  |  |  |  |
| Develop first draft of RFP |  | Consultant |  |  |
|  | Review and approve draft RFP |  | Hospital |  |  |
|  | Finalize RFP |  | Consultant |  |  |

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|  | **Activity** |  | **Responsibility** |  | **Time Frame** |
| **Phase 2: Decisions and Direction *(continued)*** | Distribute RFP to potential interested parties: target submission deadline of Day and Date |  | Hospital |  |  |
| Develop decision tools to be used by the board and/or strategic planning committee |  | Consultant |  |  |
|  | **Assess Responses to the RFP** |  |  |  |  |
| Screen RFP responses for completeness and adherence to requirements |  | Consultant |  |  |
| Provide RFP responses to the Board of Trustees and Strategic Planning Committee |  | Consultant |  |  |
| Select two to three top respondent choices, using criteria to be developed by the consultant |  | Hospital |  |  |
| **Phase 3: Strategic Choice** | **Communicate with Top Choices: Selection and Next Steps** |  |  |  |  |
| Schedule presentations to be made at a community meeting by selected potential partners |  | Consultant |  |  |
| Facilitate strategic partner presentations |  | Consultant |  |  |
| **Make Decision** |  |  |  |  |
| Board analysis of two to three strategic partner presentations and proposals |  | Hospital/ Consultant |  |  |
| Select strategic partner |  | Hospital |  |  |
| Communicate decision to proposers |  | Hospital |  |  |
| Transition to legal advisors for next steps |  | Hospital/ Consultant |  |  |