



## NHPCO Strategic Business Plan – 2005 Through 2007

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**Strategic Area:** Clinical excellence, quality and research

**Goal:** Advance the field through quality measurement, application of standards, and research

**Objectives:**

CEQR1: Increase participation of provider members in quality/outcome data collection and benchmarking

CEQR2: Increase capacity of provider organizations to participate in quality initiatives

CEQR3: Increase data collection and analysis to inform and support NHPCO programs and policy initiatives

CEQR4: Increase collaborative programs to develop/expand the palliative/hospice care continuum

CEQR5: Encourage more research on clinical practice and health services in end-of-life care

**Initiatives:**

CEQR: A. Ongoing implementation of NHPCO provider standards

CEQR: B. Development and implementation of a quality initiative

CEQR: C. Data collection and benchmarking

CEQR: D. Development and support of intramural and extramural research

CEQR: E. Collaboration with strategic partners for building the palliative/hospice care continuum

**Strategic Area:** Consumer engagement

**Goal:** Empower consumers and caregivers with information and skills for shared decision-making and participation in care

**Objectives:**

CE1: Increase NHPCO's capacity to provide comprehensive resources to consumers/caregivers, providers and partner organizations

CE2: Increase the use of NHPCO resources by consumers/caregivers, providers and partner organizations

CE3: Increase activity of partners and providers around consumer engagement and empowerment to improve end-of-life experiences

CE4: Build NHPCO's capacity to proactively reach out to consumers

**Initiatives:**

CE: A. Consumer capacity building, support and empowerment.

CE: B. Provider, community and national partner capacity-building.

CE: C. Develop and implement a plan for sustainability of consumer engagement

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**Strategic Area:** Global partnerships

**Goal:** Ongoing support and mutual advancement of hospice and palliative care internationally

**Objectives:**

GP1: Build capacity to develop quality care and services in targeted international locations

GP2: Increase support for hospice and palliative care internationally

GP3: Use lessons learned from international partners to enhance hospice and palliative care in the US

**Initiatives:**

GP: A. Support the collection and sharing of information about palliative care services internationally.

GP: B. Provide education and support to programs and professionals in other countries.

GP: C. Raise awareness about global hospice and palliative care needs

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**Strategic Area:** Provider support and capacity building

**Goal:** Build provider capacity to ensure access to high quality end-of-life care

**Objectives:**

PS1: Increase provider member satisfaction with services

PS2: Increase participation in NHPCO educational programs

PS3: Increase provider use of NHPCO tools and resources, especially those that build provider capacity to conduct training

PS4: Develop funded offices to build capacity to reach underserved populations and care settings

PS5: Increase NHPCO presence/support for state and/or regional offices

**Initiatives:**

PS: A. Member support

PS: B. Capacity building for professionals and providers

PS: C. Resources to ensure continuous learning

PS: D. Building capacity to reach underserved populations and settings

**Strategic Area:** Public policy and advocacy

**Goal:** Ensure a supportive legislative and regulatory environment for care delivery and reimbursement

**Objectives:**

PP1: Obtain new Federal legislation to establish demonstration programs to study methodologies for expanded hospice and palliative care services

PP2: Maximize legislative and regulatory support for hospice and end-of-life palliative care programs

PP3: Minimize the negative impact of any legislative or regulatory changes that affect hospice and end-of-life palliative care programs

**Initiatives:**

PP: A. Development and promotion of new legislation

PP: B. Legislative and regulatory monitoring at the Federal and state level

PP: C. Proactive analysis and suggested modification of the CoPs, FI policies and procedures, and other regulations that affect reimbursement and care delivery

PP: D. Develop and communicate NHPCO policy on selected topics

PP: E. Engage other stakeholders (consumers/caregivers, voluntary health agencies, advocacy organizations) in public policy initiatives

**Infrastructure Area:** Communications

**Goal:** COM1: Inform all constituencies about end-of-life issues and the organization's programs and products

**Objectives:**

COM1: Increase target audience, depth and breadth of member communications while managing costs and maintaining timeliness

COM2: Increase member capacity for local media relations

COM3: Improve internal communications

COM4: Maximize the value of published materials in NHPCO "archives" by increasing access to them

COM5: Increase awareness of NHPCO image, vision, and mission among stakeholders and specific target audiences

**Initiatives:**

COM: A. Regular outgoing communication with NHPCO members

COM: B. Build Information Central – an accessible library of end-of-life care resources

COM: C. Manage media relations

COM: D. Oversee NHPCO image and branding

COM: E. Provide writing support and communications strategy consultation to all NHPCO departments/offices

**Infrastructure Area:** Financial resources

**Goal:** Generate revenue and philanthropic resources needed to reach the strategic goals; maximize the number of supporters and the contributions from each supporter

**Objectives:**

FR1: Increase membership revenue

FR2: Increase profitability of Marketplace (increase customers and revenue per customer)

FR3: Increase profitability of grants (that support existing/planned projects) and contracts

FR4: Increase charitable giving and project underwriting from individuals, corporations, and foundations

FR5: Implement philanthropic programs that engage provider members as partners and enhance their fundraising capabilities

**Initiatives:**

FR: A. Revenue generation – membership dues

FR: B. Revenue generation – non-dues (products and services)

FR: C. Revenue generation - Grants and Contracts

FR: D. Fundraising via charitable contributions and project underwriting

**Infrastructure Area:** Operations and administration

**Goal:** Ensure efficiency and effectiveness of organizational structure and operations

**Objectives:**

OP1: Increase staff retention and satisfaction

OP2: Increase staff use of information technologies systems in place

OP3: Maximize the efficiency of outsourcing to include all outside vendors and consultants

OP4: Increase the effectiveness of the budget process

OP5: Ensure efficiency of board operations and governance

**Initiatives:**

OP: A. Human resources and staff development

OP: B. Information Technology

OP: C. Management and staff organization and structure

OP: D. Financial Reporting

OP: E. Office operations

OP: F. Governance