



National Hospice Foundation

National Hospice and Palliative Care
Organization



Strategic Business Plan 2005–2007

Developed jointly by NHPCO and NHF

Presented September 2004

Introduction

The National Hospice and Palliative Care Organization (NHPCO) has engaged in an extended strategic planning process over the last two years. During that time the organization conducted a comprehensive environmental scan, hired a new President and CEO, commissioned a capital campaign feasibility and planning study with The National Hospice Foundation (NHF) and held several planning sessions with senior staff and the NHPCO and NHF boards. NHF is the fundraising partner organization of NHPCO. The two organizations share the same President and CEO but have separate governing bodies. The current mission for the NHF is *to expand America's vision for end-of-life care*. In the coming months this mission statement will be revisited as the NHF more fully develops its plan for fundraising. The ten-year vision is for NHF to become a national charity for care at the end of life.

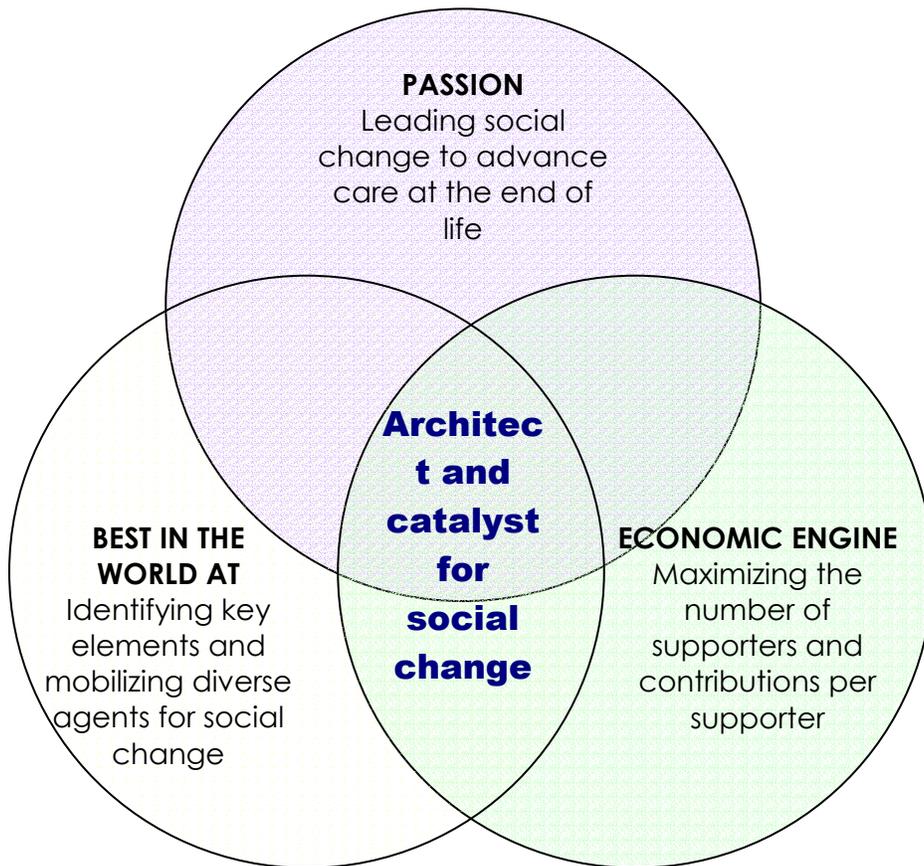
The environmental scan conducted in mid-2003 revealed trends with respect to population aging and health, death rates, health care settings and staffing, and family caregiving that will engender a growing need for hospice and palliative care services. The research also yielded important information about the changing nature of the hospice and palliative care community in terms of both providers and recipients of care. As more diverse providers enter the field and as consumers of end-of-life care (particularly baby boomers) become more informed and demanding, the challenge to ensure quality care will increase. In addition, the scan revealed opportunities to develop capacity for providing end-of-life care in diverse health care settings (e.g. nursing homes, assisted living facilities, integrated delivery systems, and Veterans Administration Medical Centers) and to traditionally underserved populations (e.g. minorities,

individuals in rural areas, patients with non-cancer diagnoses, patients with developmental disabilities, children and adolescents.) In response to the environmental scan, NHPCO identified two themes for its work:

- **Quality** - continuous improvement in the quality of hospice and palliative care services, and business practices; and
- **Access** - increasing use of palliative and hospice care and integration of end-of-life care into the health care continuum.

In the last phase of the strategic planning process, NHPCO honed its core identity by using the framework and questions suggested by Jim Collins in *Good to Great*¹. What is the organization deeply passionate about? What can it be best at in the world? What drives its economic engine? The answers to these questions, pictured on the next page, identify NHPCO as an **architect and catalyst for social change** to advance care at the end of life. As architect, NHPCO envisions necessary changes in social, cultural and governmental norms. As catalyst, NHPCO provides tools for and mobilizes the agents of change. Economically, NHPCO's work is powered by supporters from whom it seeks to maximize contributions of money and volunteer time.

¹ Collins, J. *Good to Great*. New York: HarperCollins, 2001. pg. 90-109.
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Vision, mission, and long-range (10 year) goals

Over the next ten years, the National Hospice and Palliative Care Organization (NHPCO) will continue its transition from being viewed as a traditional membership association representing the nation's hospice and palliative care community to becoming a leadership organization whose *vision* is:

A world where individuals and families facing serious illness, death, and grief will experience the best that humankind can offer.

In early phases of the transition, NHPCO has included palliative care as a focus of its educational and provider support programs. As this transition progresses, NHPCO will continue to serve and engage both hospice and palliative care members while expanding membership and programs to include a broad range of stakeholders in end-of-life care including health care professionals, consumers, health care systems, and others interested in end-of-life care. The organization's (newly revised) *mission* is:

To lead and mobilize social change for improved care at the end of life.

NHPCO will accomplish this mission by: envisioning the changes needed to advance care at the end of life; identifying the agents and elements of social change; and creating tools, resources, and working partnerships for

and with the agents of social change. The National Hospice Foundation (NHF) is an essential partner for developing philanthropic support for NHPCO's mission.

NHPCO Ten Goals for Ten Years

1. Improve payment streams – Promote enactment of an enhanced Medicare Hospice/Palliative Care benefit
2. Reduce variability in care and service quality – Implement a comprehensive quality program including development of measures for adoption by CMS
3. Better integrate hospice and palliative care into the health care continuum – Promote delivery models that assure all settings/facilities have capacity (internally or via contract) for continuity care through the end of life
4. Empower consumers to know their options for end-of-life care and to get what they want – Develop consumer/caregiver resources and partner with advocacy groups to assure they can support end-of-life awareness and access
5. Assure credentialed leadership for hospice and palliative care – Implement executive and management training/professional designation programs
6. Increase the evidence-base for palliative care – Develop, disseminate, and support the NHPCO research agenda and conduct research projects
7. Enhance state and regional support for hospice and palliative care providers – Develop NHPCO/State organization partnerships
8. Enhance NHPCO's capacity to serve all end-of-life care providers - Affiliate with other national associations representing similar delivery models
9. Increase the use of hospice and palliative care (patients/families served and length of stay) – Promote the development and dissemination of delivery models to reach underserved populations in challenging settings
10. Raise \$100 million to support social change to advance end-of-life care – Establish a national charity, with endowments, for care at the end of life

Summary – Three-year strategic plan

This document outlines the strategies for NHPCO's work over the next three years (2005-2007). Included are a narrative summary, a strategic plan, and a more detailed business plan (provided in the appendices).

Over the next three years NHPCO will focus on ensuring that current members have the support and advocacy they count on as the organization develops broader goals and programs. The number one priority is to serve NHPCO members well, as they are the most passionate supporters of its work, both philosophically and through dues and volunteer work. NHPCO will also capitalize on its expertise as a membership services organization by offering services to a broader base of potential supporters who are natural allies/partners for traditional hospice members.

While dues will continue to support core member services, NHPCO will develop other revenue streams to support programs that expand its sphere of influence particularly in ways that add value for members. NHPCO and NHF will work together in concerted efforts to increase philanthropy (charitable contributions and underwriting) as well as grant support. While enhancing the level of contributions for the national organization, NHPCO will also work to build member capacity to obtain charitable contributions. In addition, the organization plans to increase revenue from advertising and product sales and to improve the profit margin by increasing organizational efficiency. Such efforts will enable NHPCO to increase the overall operating budget while decreasing dependence on dues, thereby continuing to keep membership affordable.

In this three-year plan, NHPCO will address the overarching themes of quality and access in several ways. The organization will embark on an expanded quality initiative. In addition to providing comprehensive resources that enhance and measure clinical excellence, NHPCO will develop educational programs and metrics for improving business practices. The organization will also continue to advocate for, support, and conduct research that advances the art and science of care at the end of life. With respect to access, specific work in the policy arena will be aimed at creating a supportive regulatory and legislative environment for care delivery and reimbursement. Also, NHPCO will establish programs and partnerships to enhance provider capacity to reach underserved populations and patients in challenging settings of care.

Targeted efforts will leverage international relationships that offer opportunities to share expertise in end-of-life care and organizational management. Work will focus on specific partnerships and programs through which NHPCO can contribute to increasing access to hospice and palliative care abroad while garnering innovations and best practices that can also enhance care in the U.S. An example is the recent affiliation of NHPCO and the Foundation for Hospices in Sub-Saharan Africa.

In its three-year plan, NHPCO has organized its work into five *Strategic Areas* and three *Infrastructure Areas*.

Strategic Areas	Infrastructure Areas
<ul style="list-style-type: none">• Clinical excellence, quality and research• Consumer engagement• Global partnerships• Provider support and capacity building• Public policy and advocacy	<ul style="list-style-type: none">• Communications• Financial resources• Operations and administration

The broad aim of each area is stated in an overarching *goal*. More specific outcomes for each area are stated in a set of three to six *objectives* for this three-year period. The *initiatives* for each area outline the strategies to be used to accomplish the objectives.

Attached to this report are appendices providing more detail about the activities/projects that make up each initiative. The staff, departments/offices, contractors, volunteers and stakeholders who will carry out the work are listed. The detailed plan also defines working *indicators* for assessing progress toward each objective.

Within the plan, work in any one strategic or infrastructure area may take place across several NHPCO departments or offices. In order to establish accountability, primary and secondary departments are identified for each initiative along with one senior staff person who has overall responsibility for that initiative. In addition, a primary responsible staff person is identified for each activity/project associated within an initiative.

Resource Needs and Cost Estimates

Detailed budgeting will be done, as always, on a yearly basis and presented at the December meeting of the Board of Directors. Some cost estimates for each strategic area will be provided at the September meeting.

NHPCO has identified five projects as the top priorities for the next three years. The first four, described in the table below, will be the primary targets for fundraising.

Project	Description
Quality initiative	The project will include continued development of components of the quality initiative (e.g. outcome measures, patient/family satisfaction, employee recruitment/retention/satisfaction, business ethics), development of technical materials to help local hospices get involved with the quality initiative, and research and publication of articles that support the components of the quality initiative.
Public policy initiatives to effect palliative/curative demonstration projects	Adequate funding for an effective and professionally based public policy (legislative/regulatory) department. This would broaden our ability to serve our members. It would probably involve significant funding for outside Democratic and Republican political/health care advisors, full-time internal personnel for fiscal intermediary (billing) issues, regulatory advisor (technical assistance), regulatory advisor (CMS), House/Senate mid-level advocates, policy writer and a Medical Director with a focus on practical application of clinical and operational functions of hospice and palliative care providers.
Executive development program	A comprehensive leadership development and training program designed specifically for senior management professionals in hospice and palliative care programs; designed to fill an identified need for trained executives to lead the industry forward.
Funding for a national Gallup Poll on care at the end of life	NHPCO will contract with The Gallup Organization to conduct a nationwide telephone poll using a survey of 20-25 questions. Questions will be designed to elicit information about American's preferences, wishes, values and literacy related to end-of-life care, concepts and services. This Poll is part of a larger consumer research project that is under consideration for funding from another grantor.

The fifth priority, addressing internal management needs, is: *Develop/revise procedures for staff evaluation, hiring, and compensation (including separation of COLA from performance-based increases.)*

NHPCO and NHF will jointly prepare a detailed case statement describing the scope and magnitude of the issues, NHPCO's capabilities to address the issues, and the specifics of each project in this NHPCO portfolio. The case statement will be used to secure support from individuals, corporations and foundations.

Managing the plan and tracking progress

All elements of the strategic business plan are documented in a customized planning and tracking database. The database is being designed to allow searching and reporting so that the

work of any one individual, department, or office can be reviewed and managed. The appendices for this report were generated via custom reporting from the database. Senior staff will update progress on each project quarterly and the system will produce reports for management and board review. A management “dashboard,” currently under development, will track 1) progress toward project completion dates, and 2) outcome indicators for strategic objectives. The database will also provide the basis for cost accounting and reports for budget management.