

Case study

Franciscan Hospital for Children Strategic Planning Analysis



CLIENT

Franciscan Hospital for Children

PROJEKT

Strategic Planning Analysis
October 2012 – May 2013

SCOPE OF WORK

In October 2012, the administration of Franciscan Hospital for Children (FHC) engaged Public Consulting Group (PCG) to conduct a strategic planning analysis on behalf of the hospital. FHC had recently undergone significant changes with regard to the administration of the hospital and was considering its long term strategy for raising the profile of the hospital and ensuring its sustained financial and operational viability.

PCG was tasked with carrying out a study to identify existing strengths and weaknesses within the landscape of hospital programs, including examining each from a programmatic and financial standpoint and considering its offerings in the context of needs within the current healthcare landscape and market offerings from competitors. PCG was also asked to consider how FHC might best meet the challenges and opportunities of the changing regulatory healthcare landscape, both in Massachusetts and nationally.

DESCRIPTION OF WORK PERFORMED

PCG's approach to completing the strategic planning analysis consisted of the following elements:

- PCG conducted interviews with approximately 25 members of the FHC staff and Board of Directors. Most of the individuals interviewed were clinical or education leads for programs and departments. PCG also interviewed individuals in Marketing, Development, Human Resources, Facilities, Health and Safety, and Mission Effectiveness.

- PCG collected and examined detailed data for FHC including:
 - Financial reports including 403 Medicaid cost reports, Uniform Financial Reports, Statements of Operations, Audited Financial Statements, Rates by Payer by Program, Charges by Program
 - Utilization Reports and Census Data by Program
 - Third Party and Other Contracts for Services
 - Diagnosis-Related Group data for Inpatient Medical Units
- PCG conducted market research on like-facilities and market demand in general. This analysis included:
 - Examining cost report data on competitor facilities
 - Reviewing reports and analyses considering specific services, their current availability and scope, and the anticipated need for services going forward
 - Reaching out to peer facilities in an effort to gather information for comparison with regard to capacity, utilization, average length of stay and other metrics
- PCG conducted a regulatory review of current trends and issues within the healthcare landscape in Massachusetts and nationwide, including the Patient Protection and Affordable Care Act (ACA), Medicaid expansion, and Massachusetts Medicaid (MassHealth).
- PCG and FHC leadership held weekly meetings to discuss ongoing progress, identify challenges to data collection and analysis and guide the direction and scope of the team's analysis.
- PCG presented to the Board of Directors' Strategic Planning Committee on multiple occasions in order to keep them apprised of the team's efforts.

The final deliverable for the engagement will be a comprehensive strategic plan that addresses key areas of consideration for the hospital's future direction and lays the groundwork for the facility to achieve established short and long term goals.

REFERENCE

John Nash

President & CEO

Franciscan Hospital for Children

30 Warren Street

Boston, MA 02135

617-779-1100

JNash@fhc.org