

Performance Management

**How to Develop a
Women's Health Program**

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Executive Summary

How to Develop a Women's Health Program 2008

Expanded service offerings and shifting demographics have made women the target consumers for hospitals across the country. In many markets, an increased focus on women's health offers a means to gain market share, strengthen patient loyalty and increase revenue. Extending service offerings beyond obstetrics and gynecology holds high appeal for female consumers and broadens the organization's focus beyond the reproductive years.

Success in the women's health care market, however, requires much more than a disparate list of services. Today's women are educated, savvy consumers who value convenient, coordinated care tailored to their specific needs. Too often, women's health services fail to meet these standards.

With appropriate planning, any health care organization can create a comprehensive women's health program, even if all services are not provided under one roof. In fact, successful programs can even be crafted with limited resources within an existing operating structure.

Key Trends Driving Interest in Women's Health Programs

- Today's middle-aged woman is medically unaffiliated, refuting the old adage that delivering obstetrics care guarantees lifetime loyalty.
- Aging Baby Boomer women require increased screening, diagnostic and treatment services.
- Nineteen percent of women delay or forgo health services because they cannot find the time to navigate the system and receive care.
- The majority of women rank accessibility and convenience among the most important factors when selecting a provider.
- Lack of programmatic infrastructure forces women to navigate their own care paths, compromising organizations' patient retention rates.

How to Develop a Women's Health Program 2008 guides hospital leadership through the systematic steps necessary to build an effective program. Exercises help to identify, analyze and narrow potential service offerings. The workbook also outlines practical strategies to attract and retain women in the marketplace, since organizations increasingly are competing aggressively for this key demographic. Finally, it outlines steps for creating an implementation plan.

Steps to Develop a Women's Health Program

- Create a small program planning team.
- Systematically prepare a preliminary list of services.
 - Assess services' strategic alignment and availability.
 - Gauge the financial implications of service offerings.
 - Assess market demand and competitive landscape.
 - Aggregate analyses to narrow program scope.
- Look closely at proposed service offerings.
 - Evaluate impact of program components.
 - Synthesize data to finalize service offerings.
- Attract and retain patients to achieve sustainability.
 - Select ways to build and sustain the program.
- Create a comprehensive work plan.
 - Define steps and timelines for program development.

How to Use This Workbook

How to Develop a Women’s Health Program 2008 is designed to advance the strategic planning first laid out in Sg2’s 2004 decision guide *Strategies for Designing a Successful Women’s Health Program*. This new workbook was developed in response to members requesting the next step in developing their programs. Upon completion of this workbook, hospital leadership will know which services will prove most valuable and feasible to their organization and which tools will be necessary to ensure successful implementation. They will have a plan in hand to guide them toward program launch.

■ Organizations That Should Use This Workbook

This workbook is designed for organizations that have already assessed the strategic value of a comprehensive women’s health program and are ready to take the first steps in developing a programmatic work plan. Organizations that will benefit have:

- Identified growth and profitability in women’s health as a top organizational priority
- Committed to a focus in comprehensive care for women beyond obstetrics and gynecology
- Assigned responsibility for creating a women’s health program to an individual, such as a women’s health service line leader
- Recognized limitations in financial and facility resources

■ Individuals Who Should Use This Workbook

This workbook should be used by the women’s health service line leader or another individual with the responsibility of designing a women’s health program. It is designed as a team exercise. The expertise of some or all of the following individuals also may be required:

- Strategic planners
- Financial and market analysts
- Clinicians
- Patient advocates
- Executive leadership

■ Workbook Structure

Exercises are divided into 4 phases. Upon completion, you will have a list of program components, strategies for sustainability and a work plan to guide implementation.



- | | | | |
|------------------------------|-----------------------------------|-----------------------------|---|
| ■ Internal analysis | ■ Impact assessment | ■ Identification of tactics | ■ Identification of key implementation steps and time frame |
| ■ Financial analysis | ■ Program inclusion determination | ■ Selection of tactics | |
| ■ Market analysis | | | |
| ■ Identification of services | | | |

Create a Small Program Planning Team

Before beginning to plan an integrated women's health program, the individual assigned to program development must engage colleagues to help design and implement the program.

■ Recognize the Effort and Skills Needed for the Planning Process

Strategic program planning requires analytical skills and specific knowledge of patient needs. To select appropriate individuals to execute the planning process, first understand the key project tasks.

Strategic Planning Tasks

Planning Phase	Key Tasks
Phase I: Service Offering Assessment	<ul style="list-style-type: none"> ■ Assess services' strategic alignment and availability. ■ Gauge the financial implications of service offerings. ■ Assess market demand and competitive landscape. ■ Aggregate analyses to narrow program scope.
Phase II: Service Offering Selection	<ul style="list-style-type: none"> ■ Evaluate impact of program components (facility, operations, workforce, finances and stakeholders). ■ Synthesize data to finalize service offerings.
Phase III: Building Program Sustainability	<ul style="list-style-type: none"> ■ Select ways to build and sustain the program.
Phase IV: Work Plan Development	<ul style="list-style-type: none"> ■ Define steps and timelines for program development.

■ Select Individuals to Participate in Planning Team

A 4- to 6-member team led by the individual assigned to program development will be responsible for all the tasks required for program planning. An ideal team will be composed of members who are familiar with women's health services and who possess strategic planning skills.

Example Team

Name	Title	Key Attributes
Carol Monroe, RN	Women's health leader	<ul style="list-style-type: none"> ■ Understanding of and dedication to program vision
John Medwick	Director of business development	<ul style="list-style-type: none"> ■ Knowledge of organizational offerings, competition ■ Experience in evaluating new initiatives
Lily Smith	Marketing analyst	<ul style="list-style-type: none"> ■ Understanding of market analytics and demand
Cathy Colwell, MD	Breast cancer oncologist	<ul style="list-style-type: none"> ■ Clinical and care path knowledge of female patients ■ Ability to achieve buy-in from clinicians
Suzanne Moore, RN	Patient advocate	<ul style="list-style-type: none"> ■ Understanding of patient needs and concerns

► **Exercise:** In the space below, list potential team members and evaluate their key attributes.

Phase I: Service Offering Assessment

Systematically Prepare a Preliminary List of Services

In phase I, the planning team will evaluate organizational, financial and market factors related to specific women’s health services. This analysis will enable the team to compile a preliminary list of services to consider including in the organization’s women’s health program.

■ Assess Potential Service Offerings

The following checklist includes services Sg2 has identified as potential components of women’s health programs. Blank spaces are provided for additional services your organization may wish to consider. A user-friendly electronic version of this checklist is available as a companion to this workbook at members.sg2.com.

To complete this checklist, a series of 8 exercises on pages 8 through 11 will be conducted for each service. Those tasks are labeled Checklist Exercise and include instructions indicating which section of the comprehensive checklist they address.

Women’s Health Service Analysis Checklist

	Internal Analysis Page 8		Financial Analysis Page 9			Market Analysis Page 10		Identification of Services Page 11
Women’s Health Service Offering	Alignment With Vision	Availability	Direct Profitability	Profit/Loss for Program	Downstream Implications	Competitive Landscape	Market Demand	Consider for Program Inclusion
Obstetrics								
MFM services (ie, perinatology)								
Fertility services								
Fetal diagnostics and genetic testing								
Gynecology								
Nonmalignant gynecology (eg, uterine fibroids)								
Gynecologic oncology								
Minimally invasive procedures (eg, robotics, UAE)								
Urogynecology								
Nonsurgical treatment (eg, biofeedback)								
Surgical treatment (eg, pelvic floor repair, sling placement)								
Women’s Heart								
Screening and risk assessment								

MFM = maternal-fetal medicine; UAE = uterine artery embolization.

Service Offering Assessment

Systematically Prepare a Preliminary List of Services (Cont'd)

Women's Health Service Analysis Checklist (Cont'd)

Women's Health Service Offering	Internal Analysis Page 8		Financial Analysis Page 9			Market Analysis Page 10		Identification of Services Page 11
	Alignment With Vision	Availability	Direct Profitability	Profit/Loss for Program	Downstream Implications	Competitive Landscape	Market Demand	Consider for Program Inclusion
Breast Health								
Risk assessment (eg, genetic testing)								
Imaging (eg, mammography, MRI)								
Breast surgery (eg, reconstructive, prophylactic)								
Support services								
Bone Health								
Bone density screening								
Gender-specific joint replacement								
Rehabilitation/physical therapy								
Women's sports medicine								
Gender-Specific Treatment								
Gastrointestinal disorders								
Lung cancer								
Headache								
Behavioral health								
Wellness								
Fitness (eg, center, classes)								
Spa services								
Nutrition/weight management								
Sexual health								
Integrated Services								
Aesthetics (eg, dermatology, cosmetic procedures)								
CAM (eg, acupuncture)								
Retail Products								
List:								
Other Services								

MRI = magnetic resonance imaging; CAM = complementary and alternative medicine.

Service Offering Assessment: Internal Analysis

Assess Services' Strategic Alignment and Availability

Understanding the organization's vision for women's health as well as the existing services and available expertise within the organization helps to establish program potential.

■ Base Service Decisions on a Clear Strategic Vision

A sound vision statement should guide program development and is an important first step in the planning process. To be effective as a strategic planning guide, a vision statement must clearly define program goals, including the mission and target female demographic. This vision can then serve as a litmus test for decisions made during program planning and after launch. Typically, a service is not included in the women's health program if it does not align with the broader vision.

Example vision statement: To provide integrated, female-focused care for middle-aged women in the local community, for the purpose of increasing access to screening services and facilitating follow-up care

▶ **Exercise:** Write the vision statement for your women's health program.

▶ **Checklist Exercise:** Refer to the column titled Alignment With Vision on pages 6 and 7. Using the key below, identify the degree to which each service on the checklist aligns with the program's vision.

- Strongly aligns Somewhat aligns Does not align

■ Identify Women's Health Services That Exist Within the Broad Organization

Creating a women's health program often entails integrating and optimizing services and processes that already exist within the organization, typically within other service lines. "Available" services are offered by the organization and accessible to women in the community but are not necessarily provided within the hospital walls. However, limited accessibility or staffing restrictions should be factored into any assessment of service availability.

▶ **Checklist Exercise:** Refer to the column titled Availability on pages 6 and 7. Using the key below, indicate the degree to which each service on the checklist is available through the organization.

- Readily available service, ample staffing, easy accessibility for patients Limited availability of service and staffing, access for patients considered less than ideal Services and/or staff not available, poor accessibility for patients

Service Offering Assessment: Financial Analysis

Gauge the Financial Implications of Service Offerings

Strategic service selection requires organizations to understand the full financial impact of each clinical area. This includes evaluating direct and indirect revenues and costs. Organizations also must determine up front how revenues and costs will be attributed across various service lines. The women's health planning team will require assistance from the finance department for any in-depth financial analysis. Sg2's recent publication *Leveraging the Profit & Loss Statement 2008—Women's Health* also is available to guide such analyses. For this exercise, estimates will prove sufficient if a complete financial analysis has not recently been conducted within your organization.

■ Roughly Assess the Direct Profitability of Services

Contribution margin—the difference between net revenue and direct variable costs—is a useful metric for describing the value of a service or service line. Estimates can at least distinguish “money winners” from “money losers.”

▶ **Checklist Exercise:** Refer to the column titled Direct Profitability on pages 6 and 7. Using the key below, roughly estimate the organization's direct profitability for each service on the checklist that you are considering for your women's health program (include those that are not currently available).

- Considered profitable
 Breaks even
 Considered unprofitable

■ Understand Profitability Implications on the Women's Health Program

When integrating services from various service lines into a women's health program, you must determine in advance how profits or losses will be attributed. For example, although breast health services may be integrated into the women's health program, any profit or loss ultimately may still be attributed to the cancer service line, not the women's health program.

▶ **Checklist Exercise:** Refer to the column titled Profit/Loss for Program on pages 6 and 7. Using the key below, indicate to what extent any profit or loss would be attributed to the women's health program.

- All profit/loss attributed to the women's health program
 Some profit/loss attributed to the women's health program
 None of the profit/loss attributed to the women's health program

■ Examine Downstream Implications

The value of women's health services often is seen not through direct financial impact but through downstream utilization. Downstream revenue may be generated when one service leads to additional services. Many screening and risk assessment services can be tied to substantial downstream revenue. For example, an abnormal mammogram may require downstream use of diagnostic services.

▶ **Checklist Exercise:** Refer to the column titled Downstream Implications on pages 6 and 7. Using the key below, indicate the extent to which each service on the checklist has the potential to trigger downstream utilization and revenue.

- High downstream implications
 Medium downstream implications
 Low downstream implications

Service Offering Assessment: Market Analysis

Assess Market Demand and Competitive Landscape

The more detailed the data you have to evaluate the competitive landscape and service demand, the more accurate your assessment will be of a specific service's likely value to your women's health program.

■ Analyze Competitors' Offerings

Services offered by your competitors should be evaluated to understand unmet needs, market saturation and key programmatic opportunities. Include any organization or group that draws women's health services from your primary or secondary service area. Within a comprehensive women's health program, this may include nontraditional competitors such as physician offices, ambulatory surgery centers or day spas.

▶ **Exercise:** In the chart below, list competitors in your primary and secondary service areas. Identify which services are offered at each organization and the strengths/weaknesses of their focus on women.

Competitors' Offerings

Competitor	Women's Services	Strengths	Weaknesses
Example: Hospital X	Gynecology, women's heart, breast health	Strong women's heart screening and education program	Minority market share in gynecology; does not offer fitness services

▶ **Checklist Exercise:** Refer to the column titled Competitive Landscape on pages 6 and 7. Using the key below and the data from the table above, classify current competition for each potential service offering.

- Weak competition. We are the dominant leader or there is a high level of unmet need in the market.
- Some competition exists. There may be some unmet need for this service in the market.
- Strong competition. We are not the dominant leader or there is little unmet need for this service in the market.

■ Assess Market Demand

A comprehensive market analysis is laborious and beyond the scope of this exercise. Ideally, your organization already has conducted the necessary research to guide your program's overall strategy. If not, work with strategic planners in your organization to estimate current service demand using data and analyses available from market research databases, existing internal market assessments conducted for other service areas and focus group or survey results. Analyze these data identifying women's health care needs and preferences.

▶ **Checklist Exercise:** Refer to the column titled Market Demand on pages 6 and 7. Using the key below, gauge the market demand for each service on the checklist.

- High market demand
- Medium market demand
- Low market demand

Service Offering Assessment: Identification of Services

Aggregate Analyses to Narrow Program Scope

The analyses you have conducted so far summarize the organizational, financial and market factors of various women's health services. You now are ready to aggregate the results of these analyses to develop a preliminary list of services for inclusion in your women's health program.

■ Create Evaluation Guidelines

To aggregate your results, you will first need to determine how much weight to give to each of the 7 analyses recorded on the checklist. By creating clear evaluation guidelines, the planning team ensures your preliminary service list will be tailored to the unique needs, goals and priorities of your women's health program.

Example Evaluation Guidelines

- If a service does not align with our strategic vision, it will not be included in the program.
- A service will be integrated if it is strongly aligned and readily available.
- A service not currently available within the organization will be considered for inclusion if it is projected to be profitable and there is high market demand.
- If a service is not profitable and any financial loss will be attributed to the program, it must have high downstream implications.

► **Exercise:** In the space below, write guidelines that specify how you will evaluate each of the internal, financial and market factors.

Evaluation Guidelines

■ Evaluate Service Offerings for Inclusion

A comprehensive analysis will enable you to complete your preliminary list.

► **Checklist Exercise:** Refer to the column titled Consider for Program Inclusion on pages 6 and 7. Using your evaluation guidelines, analyze each service offering within the checklist. Write "yes" for services that meet the evaluation criteria and should be further considered for inclusion in the program.

Example Women's Health Service Assessment

Women's Health Service Offering	Alignment With Vision	Availability	Direct Profitability	Profit/Loss for Program	Downstream Implications	Competitive Landscape	Market Demand	Consider for Program Inclusion
Imaging (eg, mammography, MRI)	●	●	○	●	●	◐	●	Yes
Breast surgery (eg, reconstructive, prophylactic)	◐	○	●	○	○	○	◐	No
Fitness (eg, center, classes)	●	○	◐	●	◐	◐	●	Yes

Phase II: Service Offering Selection

Service Offering Selection: Impact Assessment

Evaluate Impact of Program Components

Any service, existing or new, can have significant impact on the organization's facilities, workforce, operations and finances. Services also ultimately affect a broad range of stakeholders. You must fully understand each service's potential impact to determine the feasibility of implementing it within your comprehensive women's health program. Examples of such considerations are provided on page 17.

■ Consider Facility Needs

Service implementation may require improved décor, additional space or other changes to your facility. Consider the following facility implications:

- Is space required to provide the service?
- What are the desired size and location of that space?
- Is there currently space used and/or available?
- Is any augmentation or renovation of the existing facility necessary for successful implementation?

▶ **Worksheet Exercise:** Refer to the column titled Facility on page 14. Summarize the facility implications of each potential service on the worksheet.

■ Determine Workforce Requirements

Adopting new services may require additional physicians, nurses and ancillary staff. Integrating existing services into a comprehensive women's health program may require redefining current workforce roles and responsibilities. Consider the following workforce implications:

- Will offering this service require any additional staff?
- Will staff need to be equipped with specific knowledge, qualities, skills or qualifications?
- What is each person's role in providing the service?
- Will new staff be recruited internally or externally?
- Do opportunities for contracting exist as an alternative to employment?

▶ **Worksheet Exercise:** Refer to the column titled Workforce on page 14. Summarize the workforce implications of each potential service on the worksheet.

■ Anticipate Potential Impact on Operations

Significant changes in the way care is delivered may be necessary to transform diverse services into an integrated program offering. Consider the following operational implications:

- How will offering the service change staff work flow?
- Will implementation require a change in patient flow?
- What is the impact on patient care?
- Does information technology, such as scheduling systems, need to be deployed or altered?
- How will the service offering affect physician referral patterns?

▶ **Worksheet Exercise:** Refer to the column titled Operations on page 14. Summarize the operational implications of each potential service on the worksheet.

Evaluate Impact of Program Components (Cont'd)

■ Analyze Financial Implications

The financial resources required to implement services vary widely, based on such factors as technology acquisition and staff recruitment. Consider the following financial implications:

- What financial investment likely will be required to address the facility, operational and workforce issues previously identified?
- What are additional costs associated with project launch?
- What are the projected revenue and costs associated with offering the service?
- At what point, if ever, will the initiative break even?
- Are there corporate partnerships, donors or grants available as funding options?

▶ **Worksheet Exercise:** Refer to the column titled Finances on page 14. Summarize the financial implications of each potential service on the worksheet.

■ Evaluate Key Stakeholder Support

When working within an existing organizational structure, key stakeholders must support program development for it to succeed. Stakeholders may include service line leaders, executive leadership, employed and community physicians, nurses and patient groups. Consider the following stakeholder implications:

- Who are the key stakeholders?
- What are the requirements and benefits for each stakeholder?
- To what level does each stakeholder support and plan to cooperate with the initiative?
- Will lack of support impede efforts to implement the service?
- What will be required to gain key stakeholders' buy-in?
- Who among the stakeholders could serve as program champions?

▶ **Worksheet Exercise:** Refer to the column titled Stakeholders on page 14. Summarize the stakeholder implications of each potential service on the worksheet.

Service Offering Selection: Program Inclusion Determination

Synthesize Data to Finalize Service Offerings

After completing and synthesizing your in-depth analysis of the broad implications of each potential service offering, you will be able to create a definitive list of services to include in your women's health program.

► **Worksheet Exercise:** Refer to the column titled Program Inclusion on page 14. Taking all of the impact factors into consideration, write “yes” or “no” for each existing as well as potential new service. See the sample worksheet below for examples.

Example Women's Health Service Offering Selection Worksheet

Proposed Program Components	Facility	Workforce	Operations	Finances	Stakeholders	Program Inclusion
Existing Services						
Breast Imaging	<ul style="list-style-type: none"> Located within breast center Need to invest in FFDM 	<ul style="list-style-type: none"> Need to change breast navigator's role to work with women's health navigator 	<ul style="list-style-type: none"> Need to find means to track women through the breast care path 	<ul style="list-style-type: none"> Requires funding approval for FFDM 	<ul style="list-style-type: none"> Have breast center director involved in program planning 	Yes
New Services						
Fetal Diagnostics and Genetic Testing	<ul style="list-style-type: none"> Need diagnostics center; possible location within obstetrics offices Need diagnostic equipment 	<ul style="list-style-type: none"> Requires MFM specialist Need for specialized technicians Requires genetic counselor 	<ul style="list-style-type: none"> Increases high-risk births treated, and may change NICU and obstetrics case mix/ utilization Will utilize hospital lab 	<ul style="list-style-type: none"> Requires financing for salaries, space and equipment Generates direct revenue Leads to NICU revenue 	<ul style="list-style-type: none"> Has avid support of community ob/gyns Has support of obstetrics service line leader 	Yes
Gynecologic Oncology	<ul style="list-style-type: none"> Can be integrated into cancer center 	<ul style="list-style-type: none"> Need to recruit a gynecologic oncologist 	<ul style="list-style-type: none"> Will tax capacity in cancer center 	<ul style="list-style-type: none"> Requires high salary for specialist 	<ul style="list-style-type: none"> May be impeded by cancer director 	No

FFDM = full-field digital mammography; NICU = neonatal intensive care unit; ob/gyn = obstetrician/gynecologist.

Phase III: Building Program Sustainability

Building Program Sustainability: Identification of Tactics

Attract and Retain Patients to Achieve Sustainability

You have finalized a service list; however, this does not yet translate into a women’s health program. Additional program components will be necessary to integrate these services and differentiate the program in the marketplace.

Successful programs transform a disparate set of services into a well-organized care model that provides seamless, patient-centric care. Outreach efforts enable programs to attract new patients and establish patient loyalty, thus gaining a strong foothold in even the most competitive markets. As a first step, consider some of the potential tactics to attract and retain patients listed below.

■ Convenience Tactics Appeal to Women

Women’s health programs can improve care coordination and patient satisfaction and bolster market share by providing convenient, centralized services.

Example Tactics Focused on Convenience

Example Tactics	Description	Basic Requirements
Women’s Call Center	<ul style="list-style-type: none"> ■ Phone number to schedule all women’s appointments ■ Scheduler refers patients to participating physicians and schedules appointments 	<ul style="list-style-type: none"> ■ Scheduler ■ Dedicated phone line ■ Physician participation
One-Stop Shop Scheduling	<ul style="list-style-type: none"> ■ Modeled after executive health programs with bundled screening services scheduled within 1 day ■ Minimizes the number of patient visits 	<ul style="list-style-type: none"> ■ Coordinated scheduling ■ Scheduler/facilitator
Off-site Location (Corporate Partnership)	<ul style="list-style-type: none"> ■ Partnership to offer services in a retail store or mall ■ Serves as an additional site for care 	<ul style="list-style-type: none"> ■ Corporate partner ■ Equipment/staff
Extended Hours	<ul style="list-style-type: none"> ■ Appointments offered on evenings and weekends ■ Offers valued flexibility 	<ul style="list-style-type: none"> ■ Scheduling ■ Staff commitment

■ Dedicated Space for Women Establishes Female Focus

Creating a dedicated space for women’s services enhances a high-touch approach to care and allows you to more easily spotlight your focus on women.

Example Tactics to Create a Dedicated Space

Example Tactics	Description	Basic Requirements
Women’s Resource Center	<ul style="list-style-type: none"> ■ Dedicated space as hub for women’s health program ■ Offers educational materials, screenings and classes 	<ul style="list-style-type: none"> ■ Small space ■ Staffing
Mammography Waiting Room	<ul style="list-style-type: none"> ■ Within an imaging center, a separate female-focused, discrete waiting room explicitly for mammography ■ Includes amenities such as women’s magazines, fresh flowers and tea service 	<ul style="list-style-type: none"> ■ Existing or new waiting room ■ Amenities and décor
Dedicated Parking	<ul style="list-style-type: none"> ■ Specific spots dedicated to a subset of patients, such as breast cancer screening patients or expectant mothers 	<ul style="list-style-type: none"> ■ Signage ■ Parking availability
Women’s Boutique	<ul style="list-style-type: none"> ■ Retail space to provide products and services specific to female patients, such as wigs, skin care products, nutritional supplements and wellness books 	<ul style="list-style-type: none"> ■ Retail space ■ Inventory

Building Program Sustainability: Identification of Tactics

Attract and Retain Patients to Achieve Sustainability (Cont'd)

■ Strong Patient-Provider Connections Offer a Personal Approach to Care

Strategies that foster close, personalized patient-provider connections appeal to women and can turn a one-time interaction into lifetime loyalty.

Example Tactics to Create a Personalized Approach to Care

Example Tactics	Description	Basic Requirements
Women's Health Navigator	<ul style="list-style-type: none"> Employed as a guide and resource for patients as they navigate through the health system Acts as a woman's point of contact, educator, confidant 	<ul style="list-style-type: none"> Navigator (usually a nurse) Office space
Assessment Program	<ul style="list-style-type: none"> Offers a nurse practitioner to perform a thorough risk assessment and screening, spending ample time on patient history and risk factors Identifies necessary follow-up appointments 	<ul style="list-style-type: none"> Nurse practitioner Space Scheduling
Guaranteed Rapid Results	<ul style="list-style-type: none"> Ensures patients receive diagnosis and treatment plans within specified time frame (eg, 48-hour turnaround for screening mammography results, 7-day time frame from detection to breast cancer treatment plan) Serves as a patient satisfier and market differentiator 	<ul style="list-style-type: none"> Multidisciplinary team Operational efficiency Scheduling

■ Recognizable Brand Heightens Program Identity

Strategies that promote strong program identity and branding provide differentiation in competitive markets.

Example Tactics to Heighten Program Identity

Example Tactics	Description	Basic Requirements
Women's Health Program Web Site	<ul style="list-style-type: none"> A dedicated Web site that clearly identifies all women's service offerings, publicizes program initiatives and provides means to connect with providers 	<ul style="list-style-type: none"> Web site designer
Signature Event	<ul style="list-style-type: none"> An event advertised to the community as the primary event for the women's program Often an annual educational, screening and/or entertainment event focused on attracting women 	<ul style="list-style-type: none"> Space (for one day) Entertainment Speakers Staffing
Membership Program	<ul style="list-style-type: none"> An annual fee program that gives members exclusive access to special events, newsletters, retail discounts, etc Creates a sense of "belonging" for women and provides additional revenue source 	<ul style="list-style-type: none"> Newsletter Affiliations with local vendors
Cross-Departmental Marketing	<ul style="list-style-type: none"> Placement of advertising and patient education at other health system locations, such as women's heart educational pamphlets within the gynecology clinic 	<ul style="list-style-type: none"> Advertising materials Marketing, education materials
Community Marketing	<ul style="list-style-type: none"> Arrangements with local businesses to display brand or provide patient education materials 	<ul style="list-style-type: none"> Businesses Marketing, education materials

Building Program Sustainability: Selection of Tactics

Select Ways to Build and Sustain the Program

Though each of the sustainability tactics may have broad market appeal, some may not provide value or feasibility for your organization. Further analysis is required to determine which tactics you should implement to create a comprehensive program.

■ Build Program Sustainability

The worksheet below provides a framework for considering various sustainability tactics for your organization. An electronic version of this worksheet is available as a companion to this workbook at members.sg2.com.

▶ **Exercise:** Using the examples on pages 20 and 21 as a guide, list the sustainability tactics the planning team wishes to consider in the table below. In the Key Considerations column, list all considerations, including facility needs, financial requirements, workforce demand, market value and competitive threats.

▶ **Exercise:** Evaluate the considerations of each tactic, and write “yes” or “no” to indicate whether or not it will be included within your program. See examples below.

Tactic	Key Considerations	Program Inclusion
Convenience		
Example: Women’s Call Center	<ul style="list-style-type: none"> ■ Need scheduler, scheduling system and dedicated phone line ■ Need physicians in the community to participate and agree to timeline for appointment <ul style="list-style-type: none"> – Community physicians not interested in participation 	No
Dedicated Space		
Example: Women’s Resource Center	<ul style="list-style-type: none"> ■ Requires dedicated space for classes and library ■ Can use space at the education center ■ Can be staffed by the women’s health navigator ■ Need financing for resources and educational materials <ul style="list-style-type: none"> – May be able to find a corporate sponsor or donor 	Yes
Patient-Provider Connection		
Branding		
Other		

Phase IV: Work Plan Development

Work Plan Development

Create a Comprehensive Work Plan

Once your program components are finalized, a work plan is necessary to organize key strategic initiatives, outline the steps for program development and establish a time frame for completion of each step.

■ Develop a Work Plan

Develop a work plan using the table below as a guide for program development and implementation. An electronic version of this work plan is available as a companion to this workbook at members.sg2.com.

► **Work Plan Exercise:** Refer to the column titled Final Program Components below. List the final service offerings from the Women’s Health Service Offering Selection Worksheet on page 14. Then list your final sustainability tactics identified on page 22.

Project Work Plan

Program Rollout Date: _____

Final Program Components	Rollout Dates	Required Steps for Implementation	Task Time Frame		
			0 to 6 Months	6 to 18 Months	18 Months to 3 Years
Existing Services					
New Services					
Sustainability Tactics					
Additional Steps for Program Launch					

Work Plan Development: Identification of Key Implementation Steps and Time Frame

Define Steps and Timelines for Program Development

Defined steps and timelines are essential when integrating multiple service components into a successful women's health program. An example of a project work plan is provided on the next page.

■ Define Key Steps for Implementation

Multiple steps likely will be required over an extended time period.

- ▶ **Work Plan Exercise:** Refer to the column titled Required Steps for Implementation on the previous page. Use the analyses from phases II and III to identify key steps needed to implement each initiative.
- ▶ **Work Plan Exercise:** Refer to the row titled Additional Steps for Program Launch on the previous page. List any additional steps the planning team wishes to incorporate within the project work plan. Additional steps may include items related to program launch or integration, such as establishing a patient and physician advisory board, presenting to the board of directors or initiating an advertising campaign.

■ Outline a Timeline for Task Completion

Timelines must be created for each individual project step to ensure efficiency and accountability.

- ▶ **Work Plan Exercise:** Refer to the space marked Program Rollout Date at the top of the worksheet on the previous page. The first step to defining implementation timelines is to identify the program launch date, which is the date the program officially becomes available to women in the community. Indicate this date on the work plan. It is important to note that not all pieces need to be in place for program rollout; some components can be phased in at later dates.
- ▶ **Work Plan Exercise:** Refer to the column titled Rollout Dates on the previous page. List the rollout date—the date that the service or strategy will be made available through the women's health program—for each specific program component. Various factors may necessitate a phased rollout for individual program components. For example, if significant financial or facility implications have been linked to a particular program component, rollout may take more time than required for other initiatives.
- ▶ **Work Plan Exercise:** Refer to the column titled Task Time Frame on the previous page. Identify the approximate time frame (ie, 0 to 6 months, 6 to 18 months, 18 months to 3 years) for each required step to be performed to facilitate integration of the program component on the projected rollout date.

Make It Happen: Develop a Women's Health Program

The finalized project work plan is your road map toward implementation. It will function as a step-by-step guide for the planning team members as they put the pieces in place for a comprehensive, integrated women's health program.

Example Project Work Plan

Program Rollout Date: Second Quarter 2009			Task Time Frame		
Final Program Components	Rollout Dates	Required Steps for Implementation	0 to 6 Months	6 to 18 Months	18 Months to 3 Years
Existing Services					
Breast Imaging	Q2 2009	Improve décor and amenities of mammography suite.	X		
		Gain technology committee approval for FFDM equipment.	X		
		Purchase additional FFDM equipment.		X	
		Coordinate breast navigator's role with the women's health navigator.	X		
New Services					
Fetal Diagnostics and Genetic Testing	Q3 2011	Recruit genetic counselor.			X
		Identify location of fetal diagnostics center.	X		
		Build fetal diagnostics center.			X
		Plan operational flow with hospital laboratory.		X	
Sustainability Tactics					
Women's Resource Center	Q4 2009	Identify space within education center.	X		
		Identify corporate sponsor or donor.	X		
		Purchase literature for library.		X	
Additional Steps for Program Launch					
Present program components and project work plan to executive team.			X		
Launch women's health program advertising campaign.			X		

■ Next Steps Require Determination and Dedication

With the work plan in hand, the planning team can confidently approach the board of directors and/or executive leadership team with a comprehensive list of program components and a viable action plan. From here, the planning team can initiate program launch and implement program components.

As the team begins to put the pieces in place, remember these guiding principles for success:

- Maintain focus on the program vision, not diverging from the foundation it creates.
- Remain flexible, understanding that the best-laid plans may falter or encounter unplanned hurdles.
- Continue to focus on the needs of women in the community, recognizing that they are the driving force behind all initiatives.

Anticipate the Impact of Change

Sg2's analytics-based health care expertise helps hospitals and health systems integrate, prioritize and drive growth and performance across the continuum of care. Over 1,200 organizations around the world rely on Sg2's analytics, intelligence, consulting and educational services.

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