

Leading and Mobilizing
SOCIAL CHANGE FOR 40 YEARS

National Hospice and Palliative Care Organization


From Census 300-650

The Road Ahead for Successful Program Expansion

Presenters:
Beth Huber, BSW, LNHA, MS
VP of Clinical Services, bhuber@pchcv.org
Caron Tucker RN, CHPN
VP of Outreach, ctucker@pchcv.org

Catawba Regional Hospice


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Objectives

- Identify how outreach and clinical management can pre-plan together for targeted growth
- Identify strategic ways to hire staff, recruit volunteers, and provide education for targeted areas of expansion
- Formulate a plan to successfully reach targeted service areas incorporating clinical as well as outreach objectives

Getting Started

- CRH census was at 300
- Growing your market area
- Takes everyone on the bus!!



Pre-Planning Stage

- Study your geographical map
- Organizational Strategic Plan
 - Access
 - Service
 - People
 - Quality
 - Financial

Let's Get Started!!



Pre-Planning

- Hiring specific outreach folks for assigned territories
- Development of a referral source list
 - Physician/Community Champions
 - Nursing homes and assisted livings
- Clinical staff and response time
- Volunteer coverage

“Hiring Hometown Folks”



Education

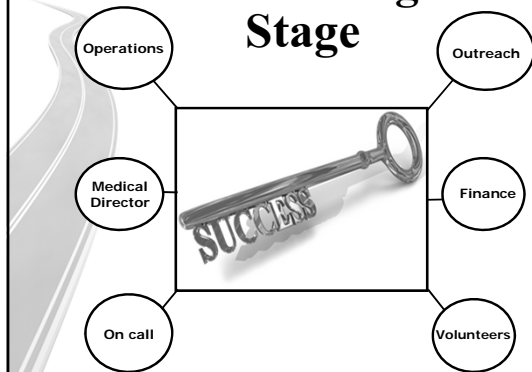
- Develop service priorities
- Education to referral sources and volunteers
- Educate staff on culture on new service area
- Implement specialized education programs
- Establish target goals/measurable results

As You Grow...

- Budget
- Defined Services
- Developing Your Team
- Physician Coverage
- On-call coverage
- Educational presentations
- Recruitment of Volunteers



The Hiring Stage



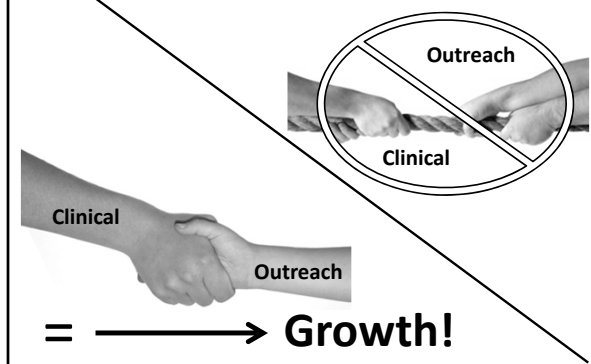
Staffing Model

	Cost Category/Hospice Homecare	Acceptable	Excellent
a.	Nursing	12	14
b..	CNA's	10	12
c.	SW	30	35
d.	PC	50	65
e.	Admissions	40	50
f.	Clinical Team Leader	50	75

	Cost Category/NH & ALF	Acceptable	Excellent
a.	Nursing	14	18
b..	CNA's	12	16
c.	SW	35	40
d.	PC	65	75
e.	Admissions	40	50
f.	Clinical Team Leader	70	100

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The Next Step...



“The South Team”

- Groundwork- 2009
- Opening of a new Hospice House- 2011



The Key to Growing the South Team

- Joint visits to potential referral sources
- Participate in community events
- Consistent outreach visits
- Hiring connections in the team area



In the Beginning

Number of Employees

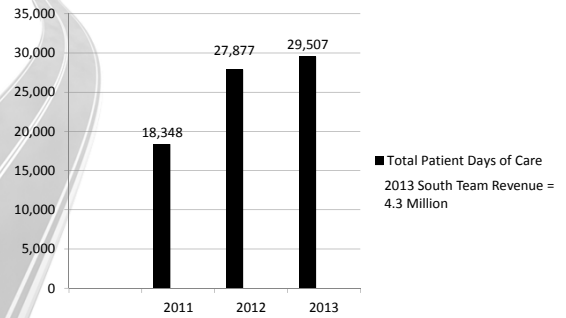
- 1 Outreach
- .5 Clinical Manager
- Shared Medical Direction
- 1 RN
- .5 SW
- 20 Volunteers
- Shared Chaplain
- Shared CNA's

South Team Growth- 2013

Number of Employees

- 2 Outreach FT employees
- 16 Clinical FT employees
- 2 FT SWs
- 1 FT Chaplain
- 95 Volunteers
- 1 Manager FT employee
- 12 Hospice House employees (FT & PT)

South Team Growth Results



Present...

New Plan, New Future

- Ongoing Strategic Plan
- Outreach Plans
- Clinical Plan
- New Territories



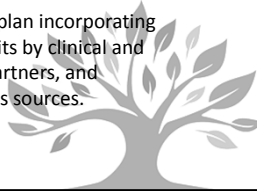
CRH New Service Area

6 Counties to 10 Counties!



In Summary

- **PREPARE THE SOIL**- Begin with a strategic plan involving outreach and clinical management to target specific growth areas. **DO YOUR RESEARCH**
- **PLANT THE SEED** - Develop outreach list and begin recruiting and hiring staff in identified growth area.
- **TEND THE PLANT** - Implement plan incorporating community education, joint visits by clinical and outreach staff to community partners, and consistent contact with referrals sources.
- **WATCH IT GROW!**



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