



**Collaborative Strategic Plan, 2020-2023**

**STRATEGIC GOALS AND DERIVED OBJECTIVES**

<b>Strategic Goals</b>		<b>Derived Objectives</b>
<b>Clinical Quality and Service</b>	1. Offer products and services which enable members to achieve and sustain Quadruple AIM goals.	A. Identify common Quadruple AIM metrics that each member will measure and report on quarterly to the Collaborative.
		B. Adopt a formal process for sharing of best-practice, standardized protocols, policies and procedures.
<b>Financial Resilience and Growth</b>	2. The Collaborative is financially sustainable. Collaborative members benefit financially due to Collaborative services and offerings.	A. 80% of members actively support contracts, programs and services which are offered through the Collaborative
		B. Savings to member hospitals increase every year
		C. Develop, implement and manage a high-functioning, profit-generating subsidiary corporation (LLC) that enables the Collaborative to offer valuable services and contracts that members want. As the LLC grows, the Collaborative will become a larger, more encompassing organization that is supported by a blend of LLC revenue and member dues. The LLC will offer its services to non-members for a fee, and the contribution made by these non-members will contribute to the Collaborative’s annual operating budget. This LLC should not offer programs or services which directly compete with WSHA
		D. 2 – 3-year objective – Initiate a review of the Collaborative governance model to support the expansion of Collaborative offerings.
<b>Creativity</b>	3. As the foundation for the defense and promotion of rural healthcare, begin the development and execution of a multi-year plan providing a springboard to a broader, more formal rural health network. Objectives below move the dial on the Financial Resiliency and Growth Goal may move into the LLC once created/launched.	A. Build the infrastructure to support member’s needs for actionable data.
		B. Identify and assist interested members in forming a value-based transformation “affinity group”.