

YUMA REGIONAL MEDICAL CENTER BUSINESS PLAN TEMPLATE

I. Executive Summary

This section appears first in order but is written last. It should be a summary of your main points that convince the target audience they should continue reading.

Include:

- Statement of purpose
 - What are you proposing?
- Brief description of service/product your business plan presents
- Relationship to what we do best
- What this service/product does for YRMC
- Why should we do it
 - Service?
 - Revenue?
 - First-mover status?
 - Existing competition?
- Review financial aspects
 - Net Present Value (NPV)
 - Return on Investment (ROI)
- Potential repercussions of not acting

Note:

This section is a synopsis of the material presented in a more in-depth manner throughout the rest of the business plan. This is why it is written last.

Not all areas mentioned will be applicable to all plans. Some plans will require less research and support and others will require more.

You are attempting to persuade the audience to agree with your plan when you write this, so support your assertions and sell it to the reader in a succinct manner.

This section should be no longer than one page.

II. Service/Product and Our Mission

- What service/product are we adding or expanding?
- How does it further our mission?
- How does the proposal fit/further our strategic plan?
- How does it relate to what we do best or what we can do best?
- Skip the jargon and details. Use a broad-brush and paint a picture.

III. Market/Marketing

- Prove that there is a need for the service.
- Outline some of the history that has made this a viable concept
- Give your thoughts validity by giving market figures and growth projections if applicable.
- Present a SWOT analysis
- Who/what is your market and how will you get there? Be specific.
- Who pays to receive it, how much, how often?
- Include marketing plan (communication, advertising, education) and associated costs
- Competition
 - Who is it?
 - How/why will we beat them?
 - How will the competition react to our proposed business venture

Resources: Director, Community Relations

IV. Business Model

- Discuss business need
 - How does program or services generate revenue, reduce expenses, or gain efficiencies?
- How is the business operated?
 - Self-operated, joint venture, outsource
- Staffing Implications
 - Discuss employee certification or training issues and how they will be resolved?
 - How many additional FTEs will be required?
 - Provide organizational chart and accountability chain.
- Establish baseline metrics
- Detail how things will be organized and run.
- What hurdles do you expect to encounter and how will they be addressed?
- What other areas of the hospital will be affected and how?

Resources: Vice President, Strategic Planning & Business Development

V. Financial

- Consult with finance early in the process so they can provide maximum assistance as the proposal progresses
- Estimate charges & reimbursement for specific codes by payer class mix
- Collaborate with the Director, Managed Care to create a Capital Advisor Analysis if capital needs exceed \$25K
- What kind of Return on Investment (ROI) will this service/product generate?
- What is the unit of service? How is it measured? Cost per unit of service?
- Be prepared to provide estimated patient volumes by patient financial class mix (how many patients do you expect and how will they pay for services)
- How long is the payback timeline?
- Project profit or increase in profit in other area(s)? Provide a 5-year forecast.

Note:

This section will largely be charts and tables such as proformas and information from the Capital Advisor Analysis.

Insert tables and charts to provide a picture of the numbers but don't fail to provide adequate narrative to emphasize key points and possible effects.

Plan to provide a 6-month report demonstrating that any financial assumptions have been met. Establish a baseline metric, or measurement, that will allow you to effectively demonstrate how the project has performed. This may be monetarily or another form of measurement.

Resources: Director, Managed Care
Controller
Chief Financial Officer

VI. Team

- Identify team members instrumental in developing the proposal
- Highlight relevant background (or use titles if sufficient) of your team members to build credibility, demonstrate proper research, and emphasize inter-disciplinary approach.
- Ensure appropriate representation from support areas such as Information Systems, Human Resources, Engineering, etc.
- Address physician collaboration, if needed, as a separate paragraph

Resources: Vice President, Human Resources
Vice President, Medical Affairs

VII. Project Planning

- Use GANTT Chart or alternate timeline tool with narrative overview to:
 - Talk about what you've done
 - Identify important milestones that lie ahead to make your plan a reality
 - Note critical upcoming meetings or site visits

Resources: Vice President, Information Technology & CIO

VIII. Attachments (as applicable)

- Architectural diagrams or CAD drawings for new or remodeled construction.
- Telecommunications/Information Systems schematics.
- Tables/graphs/charts not included in a previous section.
- Support material such as a citation of studies or research used.
- Cost estimates for total project costs including land, permits, furnishings, equipment, etc.

Resources: Director, Engineering & Plant Operations
Director, Technical Solutions