A Message about the Strategic Plan

In 2007, NHPCO created the Alliance for Care at the End of Life, a 501(c)4 organization. As a 501(c)3, NHPCO faces limits on the time and resources that may be used for advocacy on Capitol Hill and at the grassroots level. Up until 2007, NHPCO had been able to work effectively within those limitations. However, with new and more complicated public policy challenges, a more integrated and intensive approach was, and continues to be, needed. Under the leadership of the Alliance, the hospice community fought to successfully extend the implementation period of regulatory rate cuts from three to seven years and softened the blow of health care reform cuts by more than $2 billion.

Building on those successes, and the more than 65,000 Hospice Advocates who are active through the Legislative Action Center, NHPCO hopes to usher in a new era of advocacy engagement.

By repositioning the advocacy affiliate as the Hospice Action Network (NHPCO HAN), the hospice community will be able to build upon the growing momentum and national interest from the general public in Hospice Advocacy engagement. The Hospice Action Network will enjoy all of the strengths of the Alliance and allow us to grow our advocate ranks throughout the country through innovative and interactive strategies. Quite simply, it will move Hospice Advocacy from an affiliate organization to a grassroots movement which will not only support the professional lobbying in DC, but will serve to enhance the important advocacy work that hospice providers are doing in the trenches back home.

The Hospice Action Network provides a more aggressive and comprehensive voice that will serve the entire community and ultimately, one of America’s most vulnerable populations – those nearing the end of life.

J. Donald Schumacher, PsyD    Jonathan Keyserling, JD
President and CEO     Executive Director
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Introduction: the Strategic Planning Process

The Hospice Action Network coordinates its strategic planning process with the National Hospice and Palliative Care Organization to ensure its activities support the strategic goals of NHPCO and is aligned with the other affiliated organization.

In order to provide context for the Hospice Action Network’s Strategic Plan, a brief summary of NHPCO’s strategic planning process will be helpful.

National Hospice and Palliative Care Organization’s 2010-12 Strategic Plan

In early 2008, NHPCO’s board of directors and staff began the process of developing a new strategic plan for 2010-2012, building on the successful Blueprint for Quality and Access.

With members, donors, vendors, other professional associations, and the federal government all coping with the uncertainties of the U.S. economy, the imperative that NHPCO develop a sound strategic and business plan has never been greater. In fact, it is vital to the success of the organization and the entire hospice and palliative care community.

In 2003, under the leadership of president/CEO, Don Schumacher, NHPCO began development of its first, formal strategic plan, the Blueprint for Quality and Access.

Since 1999, the National Hospice Foundation has had a strong working relationship with NHPCO but became formally affiliated in 2008, FHSSA (founded as the Foundation for Hospices in Sub-Saharan Africa) became affiliated with NHPCO in 2004, and The Alliance was created in 2007 and rebranded in 2010 as the hospice Action Network. These affiliated organizations have all completed yearly work plans moving the organizations forward toward board approved goals.

The comprehensive process included an environmental scan, board and staff retreats and key constituent feedback. It was a transformational process that led to a paradigm shift evolving NHPCO from a trade association to a leadership organization.

As part of the process, NHPCO’s vision, mission and values statements were completely rewritten, with the final plan organized around five primary priorities: clinical excellence, quality and research; consumer engagement; global partnerships; provider support and capacity building; and public policy and advocacy.

Evaluating Our Progress Toward the Stated Goals

Following the Hospice Action Network board’s approval of the 2010-12 Strategic Plan, staff developed an annual workplan that outlines the specific projects and activities to be implemented for 2010. Staff will provide quarterly updates to the board throughout 2010 to keep board members apprised of activities. A dashboard—with key performance indicators for each strategic area as well as other indicators of success—will be presented to the board as part of this strategic plan, enabling the board to evaluate progress toward the strategic goals.
The National Center for Care at the End of Life

Home to the National Hospice and Palliative Care Organization, National Hospice Foundation, FHSSA and the Hospice Action Network, the Center was established in 2008 to promote collaboration among end-of-life care professionals, industry leaders and partners working to lead and mobilize social change for improved care at the end of life.

**Goal:** Develop and communicate the vision for the National Center for Care at the End of Life as the nexus of thought and action for social change to improve access to quality end-of-life care.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Key Initiatives</th>
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<tr>
<td>1. Develop, support and sustain a framework for the National Center for</td>
<td>a. Develop and implement a comprehensive communications/promotional strategy for</td>
</tr>
<tr>
<td>Care at the End of Life as the epicenter for training, policy, leadership</td>
<td>the Center</td>
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<td>and the preservation of hospice values</td>
<td>b. Create naming opportunities and recognition opportunities for donors</td>
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<td></td>
<td>c. Meet with potential individual and corporate donors</td>
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<td></td>
<td>d. Research grant opportunities for the building campaign</td>
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<td>2. Support NHF in efforts to raise funds for the actualization of the</td>
<td>a. Develop and support activities that promote NHPCO stakeholder involvement in</td>
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<td>National Center for Care at the End of Life building campaign</td>
<td>the building campaign</td>
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Strategic Pillar—Leadership

- Position the hospice community as an engaged, unified, patient-centered community before key stakeholders on Capitol Hill and throughout the federal government.
- Facilitate a continual dialog with Congress about end-of-life care issues, with the Hospice Action Network and NHPCO as the pre-eminent resource for information.
- Cultivate leaders and stakeholders to exert leadership on key end-of-life care issues before the federal government.

Strategic Pillar—Quality

- Protect the integrity and structure of the Medicare hospice benefit.
- Preserve the focus on patient and family centered care.
- Assure that quality is not compromised, and that the hospice founding philosophy is an ongoing focus.
Strategic Pillar—Access

- Ensure that the end-of-life care community is able to serve all eligible patients in need of care, regardless of setting, for as long as services are appropriate.
- Create opportunities for hospice programs and the general public to engage in end-of-life care advocacy.

Strategic Pillar—Innovation

- Explore new—and necessary—models of care that will expand access and heighten quality to growing and changing patient populations.
Strategic Area—Protecting and Enhancing the Medicare Hospice Benefit

**Goal:** Protect and expand upon the integrity and reimbursement structure of the Medicare Hospice Benefit throughout national health care reform efforts.

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<th>Measures/Indicators</th>
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| 1. Preserve the Medicare hospice benefit and philosophical underpinnings of the benefit | a. Direct lobbying of Congress to educate and inform of key issues and positions  
b. Data collection and interpretation to support hospice as a high quality cost-saver to Medicare | a. Maintenance of hospice reimbursement, annual market basket increases and structure of the benefit to promote patient/family centered care. |
| 2. Promote new models of care and patient communities to meet the needs of an aging population | a. Data collection and interpretation to test potential models of care  
b. Informational briefings, campaigns and lobbying to promote expansion of benefit | a. Passage of legislation to pilot or implement new models of care or patient populations |

**Current Activities to Support this Strategic Area**

- Active lobbying and grassroots to minimize cuts to hospice and expand access through concurrent care models
- Cultivation of legislative champions to lead future efforts
- Continued outreach to Capitol Hill on future legislative efforts for pilots transitional care management models
- Commissioning research and analysis to test future payment models
Strategic Area—Strategic Communications

**Goal:** Promote the Hospice Action Network as the premier advocate championing end-of-life care policy and advocacy at the federal level

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| 1. Expand the reach and profile of grassroots advocacy activities | a. Build upon a social media communications strategy promoting the Hospice Action Network and Hospice Advocacy efforts | a. Launch and monitor quarterly growth of the an interactive social media platform for the general public and Hospice Advocates to engage in legislative action  
b. Increased traffic and activity on the Legislative Action Center |
| 2. Expand the contact points of the Hospice Action Network media outreach on end-of-life care advocacy | a. Assess content and frequency of press materials and media outreach  
b. Develop strategies to maximize outreach | a. Expanded outreach to national and targeted media outlets |
| 3. Rebuild and re-launch the Hospice Action Network Web site | a. Assess the needs of partners, donors, and others who utilize the site for information and donations  
b. Contract for development of revised site | a. Development of a web re-design plan  
b. Number of web hits and web donations |

**Current Activities to Support this Strategic Area**
- Comprehensive social media platform to be launched in early 2010
- Implementation of social media and recruitment strategies to expand grassroots base to general public
- Creating comprehensive media strategy to reach targeted and national media outlets
- Web site development plan and vendor interviews underway
**Strategic Area—Grassroots and Member Engagement**

**Goal:** Position and build the profile of a united hospice community on Capitol Hill

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| 1. Cultivate meaningful and productive relationships between hospices and Congressional representatives at the local level | a. Grow the impact of annual Capitol Hill Day and virtual advocacy activities  
b. Targeted state delegation fly-ins throughout the year | c. Successful Hill Days with expanded format, participation numbers and tracked meeting results |
| 2. Rebrand hospice community as a community resource and end-of-life care expert for Congressional staff and Members of Congress | a. Restructure targeted advertising to educate Congress on hospice rather than legislative asks  
b. Congressional staff briefings on relevant issues of interest, such as cost studies and general hospice / benefit structure education | a. Two to four targeted advertisements (Radio, Print, Transit, or Online) on general end-of-life care issues (per year)  
b. Annually organize two to four Congressional staff briefings or events |

**Current Activities to Support this Strategic Area**

- Wide scale education effort being planned for Hill Day 2010
- Expanded one and a half day program planned for Hill Day and Strategy Session
- Mini Hill Days with state delegations continue to occur, as needed
- Targeted print, online and transit advertising to reflect new education-focused messaging in 2010
- Exploring opportunities for fine-tune messaging through potential public opinion poll and/or focus groups
- Planned briefings for Spring and Fall, 2010
Definitions

**Activities** — specify how the organization will support each strategic initiative. For each initiative there may be multiple activities occurring over several years. The Hospice Action Network’s strategic plan lists current activities; new activities will be detailed in annual work plans submitted to the board.

**Annual Workplan** — reviewed by the board, it outlines specific initiatives to be implemented that year. Staff prepare quarterly board updates.

**End-of-life Care** — encompasses the quality interdisciplinary care and supportive services provided to seriously ill people and their caregivers focused on alleviating suffering, facilitating end-of-life closure, training caregivers and providing services to the bereaved. Hospice and palliative care are the recognized gold standard for the provision of end-of-life care.

**Engagement** — an ongoing, collaborative, mutually-beneficial process of communicating and working together.

**Goals** — state general intentions and are not specific enough to be measured. Goals are aligned with the vision and consistent with the mission. Goals communicate what the organization wants and expects to accomplish in the future.

**Internal Stakeholders** — include members of all of our boards, councils, committees, advisory groups and other formal collaborations.

**Key Initiatives** — outline the paths for future actions in broad statements about the types of things the Hospice Action Network will do to achieve the objectives. Examples include implementing a new program, implementing an evaluation system, streamlining processes, or developing partnerships.

**Mission** — defines how our organization works to achieve its vision.

**National Center for Care at the End of Life** — Home to the National Hospice and Palliative Care Organization and its affiliated organizations, NHF, FHSSA and the Hospice Action Network, the Center was established in 2008 to promote collaboration among end-of-life care professionals, industry leaders and partners working to lead and mobilize social change for improved care at the end of life.

**Objectives** — describe a specific measurable result expected within a particular time period, consistent with the goal. Objectives provide a clear “milepost” along the chosen path to the goal.

**Strategic Areas** — represent the structure our organization will use to achieve the vision.

**Strategic Framework** — communicates the key elements of the strategic plan to internal and external audiences using a visual representation that reflects the priorities of the organization.

**Strategic Pillars** — significant and fundamental commitments and strategies of the organization that are integral to everything the organization does.

**Values** — communicate what our organization authentically believes and acts upon.

**Vision** — is a statement of how our organization wants the world to be. Ideally, an organization’s vision is timeless, lasting for decades or until the organization succeeds in achieving the vision.
Affiliates:

National Hospice and Palliative Care Organization
Visit www.nhpco.org • www.caringinfo.org

National Hospice Foundation
Visit www.nationalhospicefoundation.org

FHSSA
Visit www.fhssa.org

Follow the Hospice Action Network on Facebook, YouTube, and Twitter; join the network to receive updates and calls for action at www.hospiceactionnetwork.org