



Creating Buy-In for Healthcare Partnerships



Shauna M. Frost
Executive Director
Meals on Wheels of Albuquerque
sfrost@mow-nm.org

MEALS  WHEELS AMERICA

2018 MEALS ON WHEELS ANNUAL CONFERENCE & EXPO

Outline

- Partnership Overview
- Overcoming Barriers
- Making new programs fit
- Results

Partnership Overview

From a Meals on Wheels Point of View

Lease space

- Deli Space allows us to run a for-profit enterprise

Readmission Prevention Program

- Discount program for Presbyterian Seniors available after initial enrollment

Accountable Healthy Communities

- Access to services provider database for all our clients



Partnership Overview

How'd we get here?

Trouble navigating the ins and outs of the hospital world

- Top of mind awareness campaign
 - Speak with Doctors, Nurses, Care Coordinators, Social Workers
 - Share with them about MOW and how we can help with chronic disease
- Eventually they came to us to talk about partnering on a readmission prevention program
 - And MORE!

Overcoming Barriers

Get Your Board on Board

AMAZINGLY supportive Board...



...But they still need convincing!

Overcoming Barriers

Get Your Board on Board

Having buy-in at the Board level is important:

- Designate financial resources
- Freedom and support to allocate personnel and other resources as needed
- Advocate for new and innovative programs in the community

But how?

Overcoming Barriers

Get Your Board on Board

#1: Review your mission, vision, and values

- Is there something there that ties to the new initiative?

Example from MOWABQ

- Mission Statement
 - Nourishing bodies and spirits with balanced meals and friendship
- Vision
 - We will be the lead provider of nutrition meals and friendship in the Greater Albuquerque area.
- Values
 - Compassion and respect
 - Decisive leadership
 - Excellence in: innovation, quality, safety, integrity, efficiency
 - Ambassadors in the community

Overcoming Barriers

Get Your Board on Board

#2 Do a SWOT analysis with your Board:

- Include the new initiative as an opportunity
- Define the weakness/threat the new initiative addresses
- Outline the strengths you currently have that address the threat/assist the opportunity

Overcoming Barriers

Get Your Board on Board

MOWABQ SWOT ANALYSIS 2014	
STRENGTHS <ul style="list-style-type: none">- Strong and experience Management Team.- New head chef brings new ideas and skill sets.- Strong volunteer base.- No qualifying for our program if you can afford to pay.- Only program with 7 types of meals.- Brand recognition and long history of excellence in the community.- Deli: Allows us to market ourselves to visitors.- Having our own kitchen.- Our relationship with Presbyterian Healthcare Services.	WEAKNESSES <ul style="list-style-type: none">- Poor aesthetic office environment. (old desks, etc.)- No emergency preparedness plan.- Poor knowledge of computer office systems/email/word', etc.- Aging volunteer pool.- Difficult to sustain our Low Income Meal Program and the growing number of people needing our services.- Potential for major equipment failure.- Need more funding sources given the economic times.- Albuquerque city home delivered meal program.- Deli business tied to number of employees in building.
OPPORTUNITIES <ul style="list-style-type: none">- Employee training in office based systems.- Board training on how to ask for money and development.- Focus on recruiting younger (40+) volunteers.- Supper Sack Program to bring in more earned income.- Grow third party payers.- Marketing our services to medical and home care providers.- ACA- Building support from past sponsors of fundraisers.- Working w:VIP driving teams to build donor support and vice versa.- Tap into national discounts on food.- Can we use Presbyterian to help us get in front of medical home health providers, etc.?	THREATS <ul style="list-style-type: none">- Other home health care organizations (preparing meals).- Competition from cheaper food alternatives (i.e. frozen food or ABQ Senior Affairs Food program).- Declining economy causes donors to limit or eliminate contributions.- Not enough grants geared toward mission focus.- Suppliers can change pricing and delivery.- Loss of Deli and/or kitchen due to fire or Presbyterian closing building.- High gasoline prices.- More people dependent on low-income or otherwise paid services due to economic and legislative trends and implications.

Overcoming Barriers

Get Your Board on Board

#3 Tie it to a current goal

- Do you have a goal to serve more meals?
- Add more peripheral services?
 - Focus on Pres Readmit and home healthcare
- Explore more partnerships?

Overcoming Barriers

Get Your Board on Board

Long Term	Short Term	2020 Goal	2019 Goal	2018 Goal
Sustainability	Funding	<ul style="list-style-type: none">• Break even # of meals delivered (approx. 16,000 meals per mo.) by end of year	<ul style="list-style-type: none">• Increase meals delivered to 14,000 per month by end of year• Achieve Measurable Return on Direct Mailing campaigns	<ul style="list-style-type: none">• Increase meals delivered by 6.9% (12,500 per month by end of year).<ul style="list-style-type: none">◦ Focus on Pres Readmit and home healthcare• Ensure Direct Mailing results are leveraged• Premier fundraising event (GE) nets \$37,500• Create marketing plan to increase outreach
	Quality	<ul style="list-style-type: none">• Apply for Level 3b Roadrunner Recognition from Quality New Mexico	<ul style="list-style-type: none">• Achieve Level 3a Roadrunner – Quality New Mexico Recognition	<ul style="list-style-type: none">• Apply for Level 3a Roadrunner Recognition from Quality New Mexico
	Leadership		<ul style="list-style-type: none">• Improve Overall Satisfaction and Engagement (Clients, Employees, Volunteers, Donors, Board)	<ul style="list-style-type: none">• Employee satisfaction above 4.0.• Develop and complete Board skills survey• Grow Board Membership to fill skills gaps

Overcoming Barriers

Get Buy-In From Staff

Having buy-in from staff is important:

- They're the people actually doing the work
- They know the challenges you may face (and how to address them) better than anyone
- Their strategic involvement (or lack thereof) can make or break a program

Overcoming Barriers

Get Buy-In From Staff

Staff inclusion is key to buy in for new initiatives. Inclusion needs to be consistent, ongoing, and relate to all aspects of the organization.

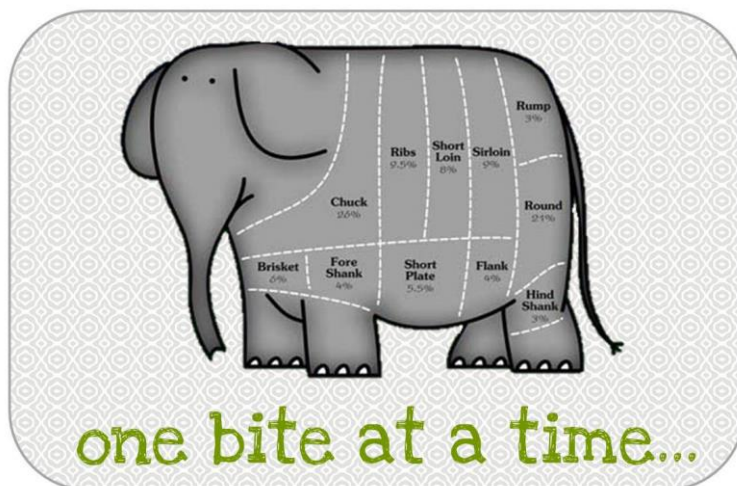
- Share where you see the initiative fitting in with your MVV, SWOT, or goals from Board discussions
- Create a culture of empowered employees
 - Encourage staff to give improvements on a regular basis
 - Will see challenges and new programs as something "normal" they feel equipped and ready to tackle – not something new and scary

Making it all fit

What are you already doing and how can you make this new initiative work in conjunction?

- What processes do you currently have in place that this new initiative can piggy back on?
- What processes do you currently have that could be optimized?
- How do you eat an elephant?

Making it all fit



Outcomes

Share your outcomes far and wide to build buy-in for next time!

- Share challenges to foster an environment of problem solving and continuous improvement
- Share success to build excitement and buy-in

