Goals Discussion 9 Finance

Describe the long-term goals of your organization.  
List the specific measurable short-term goals of your organization.  
What are the time frames to achieve these short- and long-term goals?  
How realistic are the goals and time frames to achieve?

            My organization is Larkin Community Hospital a 146-bed facility statutory teaching strategically located in South Miami. The hospital is comprised of 46 psychiatric beds with Baker Act designation, 84 medical/surgical beds, 8 critical care beds, and a 24-hour Level III emergency department.  The hospital has 4 operating rooms with a 4-bed recovery area and a gastrointestinal unit. Complimentary services such as laboratory and radiology inclusive of an MRI, CT scan, and a Pet scan are included. The Miami Neuroscience Center which specializes in Gamma Knife Radiosurgery services the outpatient community with tumors.

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| Long term Goals 2021-2022 | Short Term Goals 2021-2022 | Time Frames  Realistic or Nonrealistic |
| To develop a robust, efficient, and outcome-oriented program to enhance the safe delivery of quality care, treatment, and services. | To develop transformational leaders at all levels to implement and sustain programs, products, and environments that meet patient’s needs, organizational mission. This will be done through a hospital-wide mentorship program. 80% participation compliance expected | Training will be done in three months cycles and given 3 times a year.  Self-study modules will be included to decrease the time required for face-to-face teaching.  Realistic if classes are large enough to accommodate at least 15 participants and if participants complete their modules. Some rewards will need to be incorporated. |
| To expand and modernize the Emergency Department to 24 stations through SWOT analysis. Construction to begin in 2 years and not last more than 2 additional years | A feasibility study will be developed. The hiring of an architect with hospital experience that can phase the project and a nursing and operation team formed to determine the needs of the patients, nurses, and other staff. A patient flow consultant will be hired | This is a four-phase project. Each phase will take at least one year. This is realistic as long as the work is planned in a sequential manner not to interrupt existing operations. The goal is for construction to begin in two years and end in 2 more years which would seem realistic |
| To become financially stable by having 3 months of expenses in cash reserves at all times during the year | For the business office to have weekly matrixes of how much money is to be collected to obtain the goal  Accounts receivable monitoring for any account above 120 days and reported to the CFO weekly. | This will probably be unrealistic and may require more than one year to accomplish due to the payor paying more than 90 days. Good good to have and continue to monitor compliance |
| To create a Crisis Stabilization Mobile Unit for the psychiatry program to be operational in 3 years. | Develop this as a project and assign a physician, nurse manager, and business developer. Develop phases in areas of expertise and retain a consultant to help with legal matters | Realistic due to the time frame of 3 years. As long as regulatory agencies do not affect it with licensure requirements. |
| For Larkin Behavioral hospital in Hollywood to have a continuous census of 40 or 90% occupied during this year | To develop a marketing plan:  visit hospitals in the area and bring awareness. Prepare marketing products and develop a robust campaign.  Visit psychiatrist offices in the area to develop awareness | Unrealistic  Competition is high in that area. New entrants into the area will have to market for years to obtain customer awareness. Should start with a more realistic goal of 2 years. |

References

Larkin Community Hospital. (2020) Leadership strategic plan: Goals and objectives policy.