



## *JWI 533: Saving Money, Saving Lives*

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### Assignment 1

#### **Organizational Snapshot**

**Due: Sunday, Midnight of Week 2 (10% of total grade)**

#### **Overview**

Congratulations! You have been promoted to a senior leadership role and have been charged with improving financial performance in your organization. To do this, you will work with your team to create an environment of sustainable excellence – an environment which is committed to driving a shift from *pay-for-service* to *pay-for-value*.

In the coming months, you will take a closer look at operating and capital budgets. You will also examine how costs are allocated and charged, and how the revenue cycle is managed. Initially, however, you want to ensure that your colleagues have a clear understanding of the current state of affairs. You recognize that without clarity and alignment around *what* the organization should aspire to and *why*, there is a risk that financial decisions will not be grounded in the Mission and Values of the organization.

You have decided it would be helpful to draft a brief *Organizational Snapshot* to share with your team. This document will provide an overview of how your organization is structured, its mission and its financial performance in a few key areas. Your *Organizational Snapshot* will also identify where there may be opportunities for improvement.

#### **Instructions**

For this assignment provide brief responses to the following items. The best ways to get at the information you will need for this assignment are: (1) meet with someone from your finance team or (2) visit the website of your organization and click on the “About” link and/or a link to the annual report.

Remember, this is a “snapshot” designed to be shared with team members. Long, text-heavy responses will not be as well-received as something that can be quickly scanned and understood.

1. Identify your organization and provide a brief explanation of what it does and the population it serves. Include information such as:
  - a. The Mission Statement of the organization
  - b. Whether the organization is public or private
  - c. Tax status (for-profit or not-for-profit)
  - d. Number of employees

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2. Provide a high-level overview of revenues and expenses and/or patient numbers (to the extent these are available and disclosed), including:
  - a. General breakdown of revenue sources, including:
    - i. Medicare and Medicaid
    - ii. Payments by private insurance
    - iii. Patient-paid fees
  - b. The largest categories of costs/expenses incurred
3. What current metrics or most valuable key performance indicators (KPI's) exist to assess financial performance?
4. Which financial issues are of greatest concern to the organization and why?
5. Identify a possible area of financial performance improvement. Note: this last item does not require you to identify a complex billing, budgeting or revenue cycle process to overhaul. It could be as simple as helping team members better understand current processes, expectations and goals.

### **Submission Requirements**

Your *Organizational Snapshot* should be between 2 to 3 pages. It should be typed, single-spaced, using Times New Roman (font size 12), with one-inch margins on all sides. This same standardized format will apply to all assignments submitted in Word in this course. You may use charts, tables and bulleted lists to support the clear communication of your content.

Note: Depending on the legal structure of your organization, there is a possibility that some of the items above may not be disclosed. That's okay. We're not asking you to share any information that is proprietary or confidential. If you have any concerns about the availability or disclosure of confidential data, discuss these with your professor as soon as possible. Also, if you are unable to use your current employer for this assignment, you may, with prior approval, select another Healthcare provider IN YOUR COMMUNITY.



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**Assignment 1**

**RUBRIC: Assignment 1**

| CRITERIA   | Unsatisfactory   | Low Pass   | Pass   | High Pass   | Honors  |
|--|--|--|--|---|---|
| 1. Identify your organization and provide a brief explanation of what it does and the population it serves<br><br><b>Weight: 20%</b>         | Question unanswered and/or multiple mechanical errors; text and/or data are difficult to understand or do not flow; fails to follow formatting instructions  | Basic explanation of mission, purpose and/or legal status provided, but several mechanical errors or fails to follow formatting instructions   | Good overview of purpose, but limited details or demonstration of understanding of mission and/or legal status; minimal grammatical or formatting issues   | Very clear and well organized overview of organization's mission, purpose and legal status; no grammatical or organizational problems   | Exemplarily overview of organization's mission, purpose and legal status plus additional explanation of place in the competitive landscape and/or other unique distinguishing factors   |
| 2. Provide a high-level overview of revenues and expenses and/or patient numbers<br><br><b>Weight: 20%</b>                                   | Question unanswered and/or multiple mechanical errors; text and/or data are difficult to understand or do not flow; fails to follow formatting instructions  | Basic data and overview provided but not sufficiently detailed and/or well organized; several mechanical or formatting issues  | Data and overview provided was general and accurate, but lacked sufficient detail; minimal mechanical or formatting issues   | Data and overview was complete, well-organized and clear; no grammatical or organizational problems   | Data and overview was very detailed and complete; exceptionally clear organization demonstrating insight and understanding of which numbers are most important and why; No grammatical or organizational problems                                 |
| 3. What current metrics or most valuable key performance indicators (KPI's) exist to assess financial performance?<br><br><b>Weight: 20%</b> | Question unanswered and/or multiple mechanical errors; text and/or data are difficult to understand or do not flow; fails to follow formatting instructions  | Basic response provided, but several mechanical errors; text does not flow; the level of detail provided fails to adequately explain response, or fails to follow formatting instructions                      | Good identification of key metrics but minimal discussion of their application to the organization; minimal grammatical or formatting issues   | Excellent identification of key metrics and good discussion of their application to the organization; no grammatical or organizational problems   | Exemplarily identification of key metrics and insight into their application to the organization; no grammatical or organizational problems   |
| 4. Which financial issues are of greatest concern to the organization and why?<br><br><b>Weight: 20%</b>                                     | Question unanswered and/or multiple mechanical errors; text and/or data are difficult to understand or do not flow; fails to follow formatting instructions  | Basic identification of financial issues but minimal discussion of why they are a concern; some grammatical or organizational issues   | Good identification of financial issues but minimal discussion of why they are a concern; minimal grammatical or formatting issues   | Excellent identification of financial issues and good discussion of why they are a concern. no grammatical or organizational problems   | Exemplarily exploration of financial issues and additional insights into rationale for concerns. No grammatical or organizational problems  |
| 5. Identify a possible area of financial performance improvement.<br><br><b>Weight: 20%</b>  | Question unanswered and/or multiple mechanical errors; text and/or data is difficult to understand or does not flow; fails to follow formatting instructions | Basic response on possible financial performance improvements but no explanation of why there is a need and/or what benefits would be realized from the improvement; some grammatical or organizational issues | Good response on possible financial performance improvements with basic explanation of why there is a need and/or what benefits would be realized from the improvement; minimal grammatical or formatting issues | Excellent response on possible financial performance improvement with very good explanation of the need and what benefits would be realized from the improvement; no grammatical or organizational problems | Extremely well-thought-out and specific suggestion for improvement supported by detailed explanation of need and benefits that could be realized through successful implementation of proposed changes; no grammatical or organizational problems |

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