



Moving Health Care Upstream

Innovating. Improving.
Inspiring a New Vision of Health.

Business Plan Presentation

Working Template

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4:00pm – 5:30pm ET



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Business Planning Reference Guide

Element	Slide / Description
Business Description – “Elevator Speech” <i>How does our business add value – for direct beneficiaries <u>and</u> backers?</i>	1. Title Slide Understand and briefly describe (versus write out): <ul style="list-style-type: none">• Enterprise’s mission<ul style="list-style-type: none">- Product/Service Innovation- Target Population- Measurable Impact• Financial Return Objectives
Revenue Model <i>How do we earn money?</i>	2. Market Assessment 3. Market Positioning 4. Revenue Model – Source of Earnings/Cost Savings 5. Marketing & Sales Strategy
Operating Model <i>How do we reliably execute?</i>	6. Information Technology Strategy 7. Management, Board & Organization
Investing Model <i>How can we qualify for resources, including any investments that must be repaid?</i>	8. Financial Projection & Capitalization Plan 9. Risks & Mitigation 10. Implementation Plan

Framework: From Program to Enterprise

Element	Traditional Program	Social Enterprise
Target Audience	<ul style="list-style-type: none"> Patients as Beneficiaries 	<ul style="list-style-type: none"> Patients as Clients
Focus	<ul style="list-style-type: none"> Nonprofit Activity Delivers product/service 	<ul style="list-style-type: none"> Nonprofit, for-profit or hybrid entity Earns margin on product/service Directly or via strategic alliance
Resources	<ul style="list-style-type: none"> Grant- or subsidy-funded Supply-driven 	<ul style="list-style-type: none"> Market- and revenue-driven Demand-driven Entrepreneurial--may seek strategic alliance and/or financial investment to increase impact, sustainability and scale
Performance Metrics	<ul style="list-style-type: none"> Output-based (i.e., number of procedures) Compliance-focused Expensing of budget 	<ul style="list-style-type: none"> Value-based (cost, quality and access) Outcome-focused Risk-bearing Cost savings to system Self-Sufficient and/or sustainable

1. Title Page

- Name of Organization/Logo/Graphic Design
- Date
- Contact Information

- *Offer brief business description or elevator speech while projecting the title page*

2. Market Assessment

- Problem Statement - Need for Enterprise's Product/Service
- Objective information on market size
 - Persons affected – number/type
 - Providers affected – number/type
 - Costs to the provider(s)/system
 - Costs to target patients/clients

3. Market Positioning (Competitive Analysis)

- Enterprise's solution or product/service to address problem
- Enterprise's current and projected market penetration
- Why/how Enterprise is the provider/partner of choice?



4. Revenue Model

- How does Enterprise earn revenue and/or generate savings?
 - Do patients/clients pay for the product/service directly?
 - Are there third party payers?

5. Marketing & Sales Strategy

- What delivery system does Enterprise use to reach its patient/client base?
- What strategic alliances/partnerships does Enterprise need to reach its client base?
- What communications does Enterprise need to maintain its market positioning?

6. Information Technology Strategy

- How does Enterprise's information technology improve:
 - Business processes
 - Integration of community services with clinical care
 - Patient engagement
 - Patient/population risk profiling
 - Patient/population outcome tracking

7. Management, Board & Organization

- Key staff – include bios
- Additional hiring plans/timeline (if any)
- Key board and/or advisory board members – summarize skills

8. Financial Projection & Capitalization Plan

Category	Past Year	Year 1	Year 2	Year 3
Revenues				
Earned Revenue				
Committed Grants				
Total Revenues				
Expenses				
Cost of Goods Sold				
General & Administrative				
- Ongoing Operating Expenses				
- Growth Expenses				
Total Expenses				
Net Income, i.e. Surplus or (Loss)				
Capital & Funding				
New Grants/Operating				
New Grants/Capital				
New Sponsorships & Alliances				
Impact Investment				

9. Key Risks & Mitigation

Examples:

- Risk to revenue streams or cost savings
 - *Mitigation*
- Risk related to new products and services
 - *Mitigation*
- Risk related to market penetration
 - *Mitigation*
- Risk related to Enterprise's management and board
 - *Mitigation*

10. Implementation Plan

Example Milestones	Year 1	Year 2	Year 3
Impact			
Clients Served			
Health Outcome Improvements (itemize)			
Financial Sustainability			
Earned Revenue / Cost Savings			
Operating Expenses			
Self-Sufficiency (Earned Revenue / Op Expense)			
Grants			
Surplus (Loss) (Financial Sustainability)			
Other			
Staff Hired			
Investments Raised / Repaid			
Alliances / Influence			