

# Huron Regional Medical Center Foundation

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## SUMMARY REPORT

Data Collection | January 2011



*in support of the Strategic Planning Process  
facilitated by Sumption & Wyland | Sioux Falls, SD*

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## **I. EXECUTIVE SUMMARY**

During the fall of 2010 the Huron Regional Medical Center Foundation, hereinafter referred to as the Foundation, contracted the services of Sumption & Wyland, a consulting firm based in Sioux Falls, SD, for the development of a comprehensive, data-driven strategic plan. The intent of this strategic plan was to outline the directional priorities for the Foundation, based largely on feedback from key stakeholders to Huron Regional Medical Center (HRMC), the Foundation, and the Huron community.

The research methodology for this project consisted of an online survey created with input from key leaders at HRMC and the Foundation. The question set was refined by an external evaluator and made available to respondents via e-mail invitation by the Foundation's Executive Director, Rob Timm.

Throughout the survey process several key conclusions can be made. These points of interest are indicated below, organized by topic area. Open response survey results have been subjectively categorized in order to draw conclusions; results discussed in tabular or quantitative form are most indicative of what the survey population concluded, while results discussed in text only are noted for reference and reflect a minority opinion.

### **❖ Evaluating the Foundation: Serving the Community**

Overall, the quality of service provided by the Foundation to the community of Huron was given a grade of "B", wherein half of all respondents (50.3%) indicated an above average rating. Combined with those respondents that indicated a grade of "A", or superior/excellent, a large majority (85.2%) of interviewed stakeholders feels that the HRMC is above or exceeding average marks in serving the needs of the community. Of specific note, the most positive thing(s) noted by respondents that HRMC is doing to serve the community focused primarily on providing direct and ongoing support to HRMC.

Although the data demonstrated perceived high quality of service to the Huron community as facilitated by the Foundation, there were notable areas of improvement mentioned. Respondents largely felt that by increasing the awareness and engagement of the Huron community of the Foundation's mission and objectives, the Foundation could better be supported. In addition, securing additional resources (e.g. physicians, equipment, and clinic capacity/space) and sponsorship of targeted community events (e.g. blood pressure clinics, disease-based educational programs) would also serve the Foundation well in moving its mission forward.

### **❖ Evaluating the Foundation: Business Practices**

In order to evaluate the Foundation's business practices through the eyes of its stakeholders a series of six (6) questions were posed that ranged from how well the Foundation is managing its funds and fundraising efforts, to how the Foundation is utilizing and accounting for those funds. Regarding fund management, fundraising efforts, and diversity of funding sources, a large majority of respondents indicated a grade of "B" or higher in all three of these areas. Of utmost priority to ensure continued success in fund management and sustainability was to grow and refresh existing programming that not only appeals to a larger community base but also that uses local media and marketing efforts to increase awareness and participation in Foundation activities.

In contrast, most stakeholders (> 50%) were not aware of or simply did not know how the Foundation is utilizing, budgeting or accounting for the funds it receives. This clear lack of knowledge/awareness was evidenced further by relatively small response rate to more detailed questioning on both positive and negative attributes of financial accountability. Of those that did provide a response, the investment strategy currently employed by the Foundation was noted as a positive aspect of the Foundation.

❖ **Evaluating the Foundation: Marketing, Branding, and Image**

When asked for their perceptions of the Foundation’s image in the community and region nearly half (44.6%) of all respondents indicated a grade of “B” or above average. Similar satisfaction levels were noted with how the Foundation markets itself, and how it interacts with and utilizes local media to communicate their message. Only one area of inquiry yielded an “average” result, that being the Foundation’s ability to engage the community in outreach activities. In all areas, a significant majority of respondents indicated satisfaction at a “C” or higher grade.

Of specific note, respondents felt that the events hosted by the Foundation are well-advertised and well-planned. The newsletter was noted as informative, well-designed, and professional. Furthermore, respondents held a general appreciation of the Executive Director’s community involvement.

Improvements identified in the areas of marketing, image management and community relationships primarily centered about an increase in communication and engagement with the community at large.

❖ **Mission Statement**

When asked to, in their own words, articulate the mission statement of the Foundation most respondents indicated that it was to directly support HRMC. Nearly half (49%) of all respondents stated that the Foundation is “above average” in its effectiveness of fulfilling the mission statement as defined.

❖ **Assessing Community Needs**

The most critical health-care related need at HRMC or in the Huron area right now, according to respondents, is the lack of primary care and specialist providers. In order to meet this lack of providers, multiple suggestions were offered including but not limited to enhanced recruitment efforts, a new consortium of regional physicians to help serve the Huron area, enhanced funding for new equipment and/or patient resources to attract a new body of physicians, and the strategic identification of the Huron community’s needs and response to those needs with physician placement (e.g. geriatric specialty care providers).

❖ **Strengths and Challenges**

The most notable strength is that the Foundation is doing well in the planning and execution of fundraiser events for the community.

In terms of challenges, several elements were noted. There is a lack of physicians and/or specialists in the Huron community, and as the survey results indicated, there is a perceived responsibility of the Foundation to assist in filling that void.

In addition, it was specifically noted that the Foundation has historically focused its targeted giving campaigns to those that are wealthy or perceived as wealthy instead of separately targeting middle-class, or “average” Huron citizens for fundraising campaigns. Based upon the responses in this section of questions, as well as those evidenced earlier in this report, there seems to be a call from the community for unilateral engagement and a willingness to give regardless of perceived economic status.

❖ **Strategic Planning Process**

Key to a successful strategic planning process as viewed by stakeholders is two-fold: the utilization of a facilitator for the overall process, and the establishment of a clear, written strategic plan that will carry the Foundation’s mission forward into the coming 3-5 years as integral to the process.

❖ **Final Thoughts and Comments**

A summary of notable final thoughts/concerns as articulated by respondents is listed below:

- Appreciated increased awareness of Foundation activities simply by being invited to take the survey;
- Need increased transparency in utilization of funds;
- Seek to include all community members in Foundation activities versus those with the perceived ability to donate high dollar amounts;
- Encouraged Board to be mindful of community needs and realistic solutions to those needs;
- Enhance public and private support from the surrounding medical community; and
- Make the strategic plan specific and measurable, and integrate this into a business plan with defined goals for future growth.

## **II. RESEARCH METHODOLOGY**

The data collection process for this exercise was initiated in the fall of 2010 with the creation of a comprehensive question set, developed by internal stakeholders to HRMC and the Foundation and refined by an external evaluator. In total, 24 questions were developed canvassing seven (7) areas of program focus:

- Serving the Community,
- Business Practices,
- Marketing, Branding and Image,
- Mission Statement,
- Assessing Community Needs,
- Strengths and Challenges, and
- The Strategic Planning Process.

The survey questions were uploaded to an online survey response collection tool (SurveyMonkey.com) and personal invitations were distributed by Executive Director Rob Timm on or about January 5, 2011. The process whereby e-mail invitations to respond to the survey were distributed included an initial “heads-up” email to all respondents, alerting them to the upcoming availability of the survey and its intent. The survey was then hyperlinked to a personal request to participate from Rob Timm, and several reminder e-mails were distributed within a week of its original distribution to encourage participation. The survey was closed for responses on January 18, 2011.

A total of 702 potential constituents were invited to respond to the online survey.

225 stakeholders, or 32%, responded to the survey providing varied levels of feedback to most if not all questions asked. The online survey tool did not require mandatory responses for all questions; thus, the respondent was able to not comment or skip any question they were either not comfortable answering or did not have enough information/knowledge to answer.

### ***Population Demographics***

The stakeholders that comprised the survey respondent pool were identified by the leadership of HRMC. Key groups, along with number of invitations sent, that were invited to respond to the survey included the following groups:

- 382 – Huron Chamber and Visitors Bureau members (includes Greater Huron Development Corp.)
- 110 – Internal HRMC staff members
- 210 – Other key stakeholders/constituents from the Huron community as identified by the Foundation

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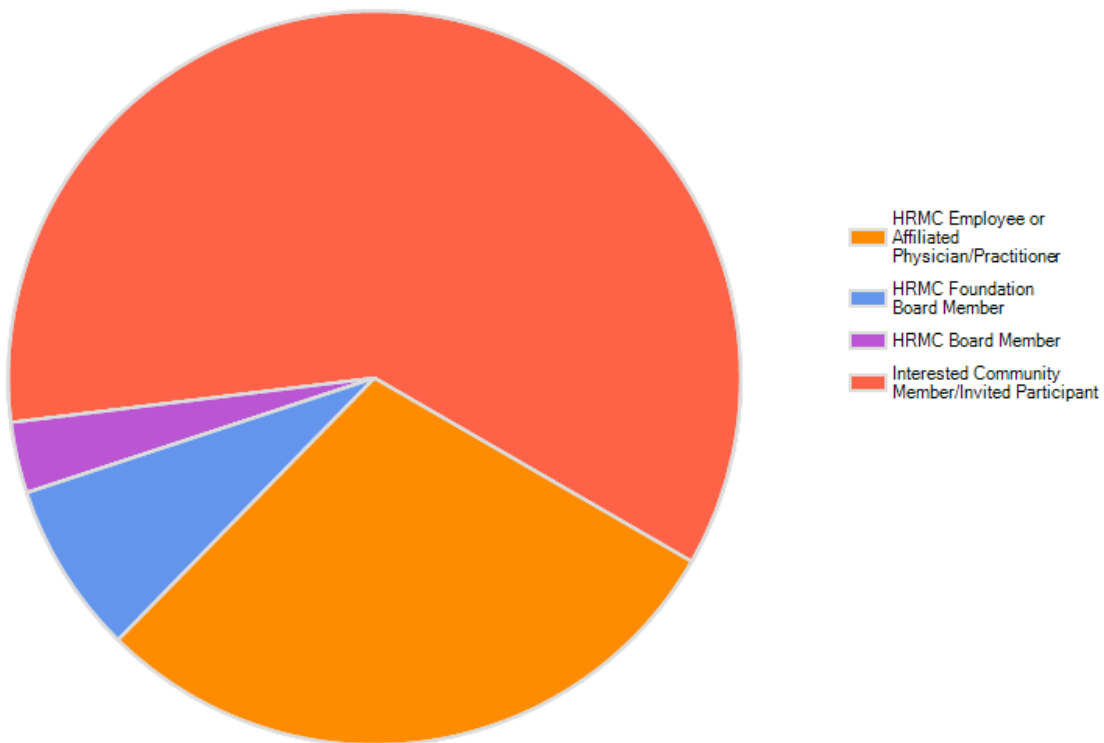
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In order to determine population demographics for this representative body of stakeholders, several questions were asked. The questions are listed below with collected data responses, respectively.

- **Which of the following best represents your role with or relationship to the Huron Regional Medical Center (HRMC) Foundation Board?<sup>1</sup>**

- |   |                       |
|---|-----------------------|
| <input type="checkbox"/> HRMC Employee or Affiliated Physician/Practitioner | 29.0% (65 responses)  |
| <input type="checkbox"/> Foundation Board Member                            | 7.6% (17 responses)   |
| <input type="checkbox"/> HRMC Board Member                                  | 3.1% (7 responses)    |
| <input type="checkbox"/> Interested Community Member/Invited Participant    | 60.3% (135 responses) |

**Which of the following best represents your role with or relationship to the Huron Regional Medical Center (HRMC) Foundation Board? (If more than one, please indicate the one that best describes your role or relationship).**



- **Have you donated to the Huron Regional Medical Center Foundation in the past year?<sup>2</sup>**

- |   |                       |
|---|-----------------------|
| <input type="checkbox"/> Yes, I have donated to the Foundation                              | 56.7% (127 responses) |
| <input type="checkbox"/> Yes, I have helped sponsor special events hosted by the Foundation | 14.3% (32 responses)  |
| <input type="checkbox"/> No   | 37.5% (84 responses)  |

<sup>1</sup> If more than one response was applicable, the respondent was asked to indicate the one that *best* described their role or relationship to HRMC.

<sup>2</sup> Respondents were encouraged to check all that apply.

**III. RESULTS**

The discussion that follows is a summary of interview responses organized by focus area. For the purposes of this analysis, interview questions were categorized into seven (7) focus areas:

- Serving the Community,
- Business Practices,
- Marketing, Branding and Image,
- Mission Statement,
- Assessing Community Needs,
- Strengths and Challenges, and
- The Strategic Planning Process.

As noted in the preceding section of this report describing research methodology, a total of 225 survey responses were collected.

*Evaluating the Foundation: Serving the Community*

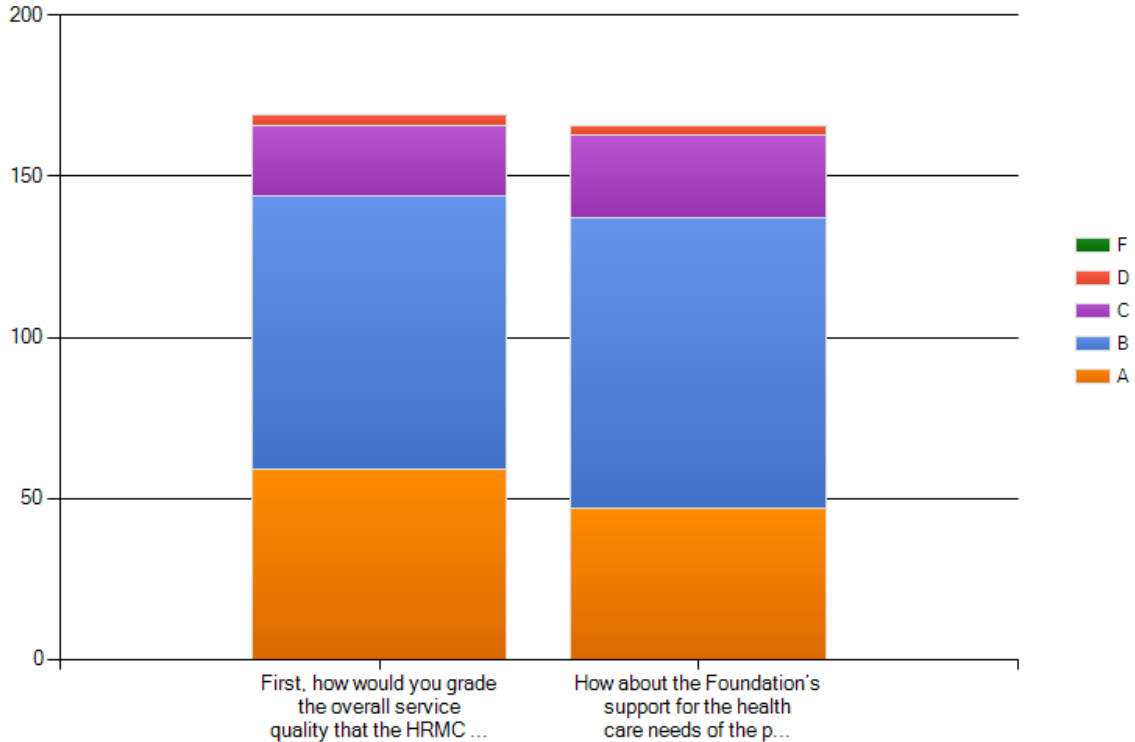
❖ **Question:** For each of the items below, provide an honest “grade” for the Foundation, where an “A” is “superior” or “excellent”, “B” is “above average”, “C” is “average”, “D” is “below average”, and “F” is “well below average/failing”. If you don’t know, please check the “DK” option.

- 171 respondents answered the question.
- 54 respondents skipped the question.

<i>Question &amp; Response</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>F</i>	<i>Response Count</i>
First, how would you grade the overall service quality that the Foundation provides to support the purchase of equipment, services, and resources so that HRMC can provide quality health care in the community?	34.9%	<b>50.3%</b>	13.0%	1.8%	0.0%	169
How about the Foundation’s support for the health care needs of the people in the community?	28.3%	<b>54.2%</b>	15.7%	1.8%	0.0%	166

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For each of the items below, provide an honest “grade” for the HRMC Foundation, where an “A” is “superior” or “excellent”, “B” is “above average”, “C” is “average”, “D” is “below average”, and “F” is “well below average/failing”. If you don’t know, please check the “DK” option.



❖ **Question: In a brief sentence or two, please describe in your own words the most positive thing(s) the Foundation is/are doing to support HRMC in serving the health care needs in the community.**

- 109 respondents answered the question.
- 116 respondents skipped the question.

<i>Response</i>	<i># of Responses</i>
Ongoing support for HRMC	58
Ongoing support for the community of Huron and its healthcare needs	17
Scholarship program(s)	7

*Responses > 5 incidences, listed in order of occurrence*

- Increased community awareness via meaningful media coverage
- Professional, well-respected leadership at Foundation
- Promotes patient advocacy

Of specific note, 16 of the 109 respondents (approx. 15%) indicated that they were uncertain as to what the Foundation actually did to support the health care needs of HRMC and/or the community; several

respondents indicated that they were not aware of any of the Foundation’s activities nor of who/what population or service the Foundation addressed in terms of monetary support and charitable giving.

Two (2) respondents indirectly addressed the question by providing a negative rather than positive thing that the Foundation was or was not doing. Both respondents referenced that there was/is a lack of communication regarding the use of funds at the Foundation’s disposal.

❖ **Question: In a brief sentence or two, please describe in your own words one thing the Foundation could do to better support HRMC in serving the health care needs in the community.**

- 90 respondents answered the question.
- 135 respondents skipped the question.

<i>Response</i>	<i># of Responses</i>
Increase the awareness and engagement of the Huron community of Foundation’s mission and objectives	27
Secure additional resources (e.g. physicians, equipment, clinic capacity/space)	19
Sponsor more community events (e.g. blood pressure clinics, disease-based educational programs)	12
Presently satisfied with Foundation’s response to community needs	6

*Responses > 5 incidences, listed in order of occurrence*

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- Pursue collaboration or partnership with other hospitals, clinics, or health care systems to improve access to care and leverage resources
- Engage patients themselves in assessing and responding to their needs
- Better identify actual needs of the community and develop a response to those needs.

Overall, the majority of respondents indicated a general lack of awareness and/or education of what the Foundation does from an operational and community service standpoint. These responses were categorized as “Increase community awareness/engagement for the Foundation” above. Several respondents within this category specifically noted a lack of public awareness of the high quality health care available in the Huron area, and noted that the Foundation is in a position to address that perception via public education and/or outreach service offerings. Keeping the Foundation “top of mind” in the Huron community from a charitable giving standpoint was evident in several responses.

In contrast, several respondents indicated that it is the community’s responsibility to support the Foundation and medical community at large in terms of monetary and service-based support, rather than the Foundation having to seek out that support.

Certain respondents had difficulty distinguishing ownership of activities between HRMC and the Foundation itself; this was made evident by several respondents indicating that it was the responsibility of the Foundation to engage in certain specific activities that would historically lie within the operational framework of the hospital itself (e.g. physician recruitment).

Of specific note, the category of “Sponsor more community events (e.g. blood pressure clinics, disease-based educational programs)” featured several unique suggestions. These are listed in no particular order below:

- Sponsor blood pressure clinics at Lewis on Senior Day;
- Provide opportunities for free or reduced rate services, particularly in the area of screenings;
- Sponsor or co-sponsor more and varied community health screening events;
- Focus on 1-2 key health topics relative to the needs of the Huron community and develop a strategic vision to address those initiatives; and
- Focus specifically on patient needs rather than equipment for the hospital (e.g. establish a free clinic or a walk-in emergency/acute care clinic).

Out of the 90 responses to this question, 20 (22%) indicated that they did not know, or did not have a specific suggestion, to what the Foundation could do to better respond to the community’s needs.

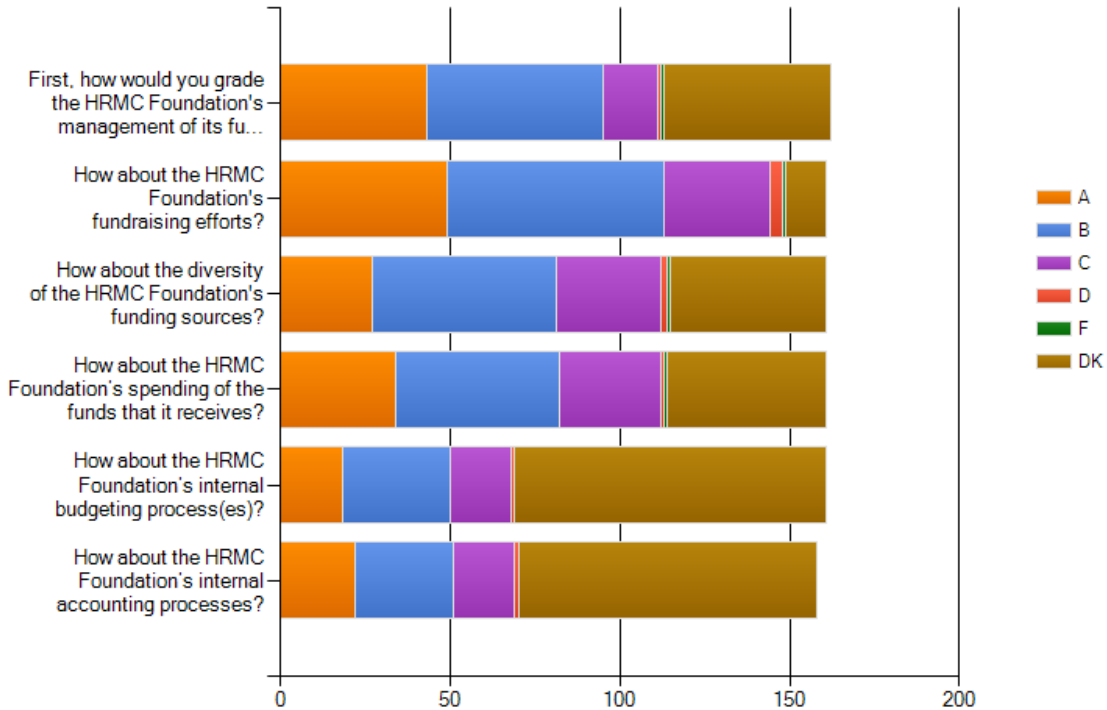
*Evaluating the Foundation: Business Practices*

- ❖ **Question:** For each of the items below, provide an honest “grade” for the Foundation that evaluates the organization’s financial decision-making and fund management. An “A” is “superior” or “excellent”, “B” is “above average”, “C” is “average”, “D” is “below average”, and “F” is “well below average/failing”. If you don’t know, please check the “DK” option.
- 162 respondents answered the question.
  - 63 respondents skipped the question.

<i>Question &amp; Response</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>F</i>	<i>DK</i>	<i>Response Count</i>
First, how would you grade the Foundation’s management of its funds?	26.5%	<b>32.1%</b>	9.9%	0.6%	0.6%	30.2%	162
How about the Foundation’s fundraising efforts?	30.4%	<b>39.8%</b>	19.3%	2.5%	0.6%	7.5%	161
How about the diversity of the Foundation’s funding sources?	16.8%	<b>33.5%</b>	19.3%	1.2%	0.6%	29.2%	161
How about the Foundation’s spending of the funds that it receives?	21.1%	29.8%	18.6%	0.6%	0.0%	<b>57.1%</b>	161
How about the Foundation’s internal budgeting process(es)?	11.2%	19.9%	11.2%	0.6%	0.0%	<b>57.1%</b>	161
How about the Foundation’s accounting processes?	13.9%	18.4%	11.4%	0.6%	0.0%	<b>55.7%</b>	158

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For each of the items below, provide an honest “grade” for the HRMC Foundation that evaluates the organization’s financial decision-making and fund management. An “A” is “superior or excellent”, a “B” is “above average”, a “C” is “average,” a “D” is “below average,” and an “F” is “well below average/failing”. If you don’t know, please check the “DK” option.



❖ **Question: In a brief sentence or two, please describe how you would improve the Foundation’s fundraising efforts.**

- 75 respondents answered the question.
- 150 respondents skipped the question.

<i>Response</i>	<i># of Responses</i>
Grow or refresh existing programming	23
Optimize use of local media and marketing avenues to increase awareness and participation	15
Continue with current programming	11
Strategically identify and target donor prospects	5

*Responses > 5 incidences, listed in order of occurrence*

- Pursue grant or other sponsored program funding opportunities.
- Engage hospital departments/units in fundraising activities.
- Foster and promote HRMC employee giving.

Overall, the majority of respondents indicated that the base programming offered at present in terms of community engagement and fundraising efforts was on target, but could be enhanced and improved with a

variety of modifications. Several key examples of this provided by the respondents are listed below, in no particular order of occurrence:

- Appeal to the “average Huron citizen” by incorporating more affordable, family-based fundraising events that are both family-message appropriate and attune to their level of giving (in contrast to notable Papa Luigi events of past). A majority of respondents that directed their comments towards program improvement noted that the present event(s) offered cater to a wealthier, elite population of the Huron community, and that new and different fundraising events targeted towards average citizens would not only increase giving but most importantly increase their attendance.
- Offer a greater variety of options for fundraising events or ways to participate (e.g. an exclusive event, a mass community event, and 1-2 specific events);
- Broaden fundraising activities to impact additional areas of need (e.g. other hospital departments);
- Market to and engage a broader geography of potential participants to increase giving levels.

Out of the 75 responses to this question, 14 (19%) indicated that they did not know, or did not have a specific suggestion, to what the Foundation could do to improve fundraising efforts.

❖ **Question: In a brief sentence or two, please describe in your own words the most positive thing(s) about the Foundation in the areas of fiscal management, budgeting, or financial accountability.**

- 64 respondents answered the question.
- 161 respondents skipped the question.

<i>Response</i>	<i># of Responses</i>
Investment strategy	11
Transparency of fund sources and uses	8
Foundation’s Leadership	7

Out of the 64 responses to this question, more than half of all respondents (37, or 28%) indicated that they did not know about the areas of fiscal management or accountability.

❖ **Question: In a brief sentence or two, please describe in your own words one thing the Foundation could do to better manage its budget or be more financially accountable.**

- 54 respondents answered the question.
- 171 respondents skipped the question.

Out of all respondents, the large majority indicated that they did not know or have enough background knowledge to comment on the Foundation’s financial practices and budgeting process(es). However, several respondents did note that an increase in transparency of fund sources and uses would be helpful, in addition to retaining a third party investment management firm to ensure proper checks and balances are being followed.

*Marketing, Branding, and Image*

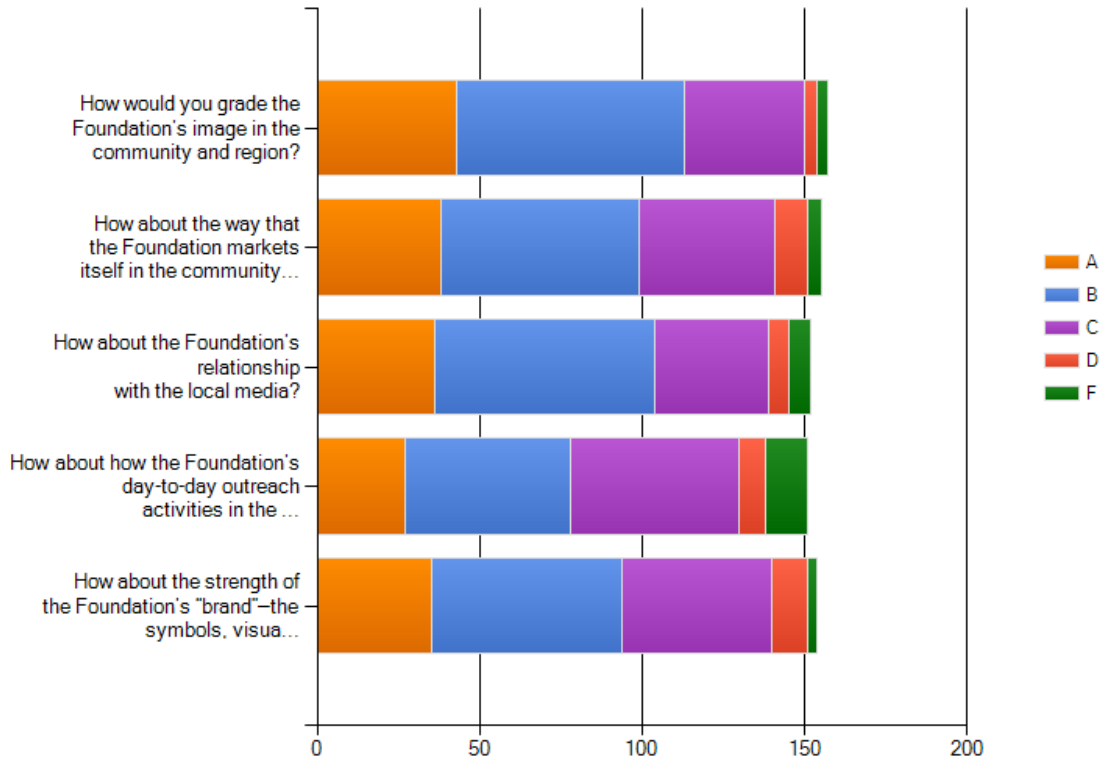
❖ **Question:** For each of the items below, provide an honest “grade” for the Foundation to evaluate its outreach efforts. An “A” is “superior” or “excellent”, a “B” is “above average”, a “C” is “average”, a “D” is “below average”, and a “F” is “well below average/failing”.

- 157 respondents answered the question.
- 68 respondents skipped the question.

<i><b>Question &amp; Response</b></i>	<i><b>A</b></i>	<i><b>B</b></i>	<i><b>C</b></i>	<i><b>D</b></i>	<i><b>F</b></i>	<i><b>Response Count</b></i>
How would you grade the Foundation’s image in the community and region?	27.4%	<b>44.6%</b>	23.6%	2.5%	1.9%	157
How about the way that the Foundation markets itself in the community and region?	24.5%	<b>39.4%</b>	27.1%	6.5%	2.6%	155
How about the Foundation’s relationship with the local media?	23.7%	<b>44.7%</b>	23.0%	3.9%	4.6%	152
How about the Foundation’s day-to-day outreach activities in the community?	17.9%	33.8%	<b>34.4%</b>	5.3%	8.6%	151
How about the strength of the Foundation’s “brand” – the symbols, visual presence (e.g. logos) and messages that individuals in the community identify with the Foundation?	22.7%	<b>38.3%</b>	29.9%	7.1%	1.9%	154

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For each of the items below, provide an honest “grade” for the Foundation to evaluate its outreach efforts. An “A” is “superior or excellent”, a “B” is “above average”, a “C” is “average,” a “D” is “below average,” and an “F” is “well below average/failing”.



❖ **Question: In a brief sentence or two, please describe in your own words the most positive thing(s) that the Foundation is doing in the areas of image management, marketing, and managing its media and day-to-day community relationships.**

- 59 respondents answered the question.
- 166 respondents skipped the question.

The large majority of respondents indicated that they were presently satisfied with the Foundation’s image management and marketing efforts. The following list features several comments regarding this satisfaction level:

- Events are well-advertised and well-planned.
- Newsletter is informative, well-designed, professional, and appropriate for the target audience.
- Appreciative that the Executive Director is involved in the community and well-regarded.

❖ **Question: In a brief sentence or two, please describe in your own words the one thing that the Foundation could do better in the areas of image management, marketing, and managing its media and day-to-day community relationships.**

- 53 respondents answered the question.
- 172 respondents skipped the question.

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<b><i>Response</i></b>	<b><i># of Responses</i></b>
Increase communication and engagement with community at large	30
Presently satisfied with what the Foundation is doing	4
Improve communication with key stakeholders	2

Out of the 53 responses to this question, 15 respondents (28%) indicated that they did not know what the Foundation could do better in terms of image management and marketing.

*Mission Statement*

❖ **Question:** Without referring to any Foundation materials, please provide in a brief sentence what you believe to be the organization’s mission.

- 109 respondents answered the question.
- 116 respondents skipped the question.

<i>Response</i>	<i># of Responses</i>
Support HRMC...to benefit Huron community.	66
Support Huron medical community at large...	33
Provide health care services to the community and region.	6

This open-ended question provided an array of responses which centered around three (3) central themes relative to “who” is being supported by the Foundation and “what population” of people is being directly impacted by that support. Of key note, responses were separated based upon specific reference to supporting HRMC versus the entire medical community of Huron, including but not exclusive to HRMC and its departments. Finally, six (6) respondents indicated that the mission of the organization is to provide direct care services to the people of Huron and the surrounding community, and did not specifically reference HRMC or any other medical provider(s) in the area in fulfilling that mission.

❖ **Question:** How effective is the Foundation being in fulfilling this mission statement, as you have written it? As before, please provide an honest “grade” for the Foundation that evaluates the organization’s financial decision-making and fund management. An “A” is “superior” or “excellent”, “B” is “above average”, “C” is “average”, “D” is “below average”, and “F” is “well below average/failing”. If you don’t know, please check the “DK” option.

- 149 respondents answered the question.
- 76 respondents skipped the question.

<i>Question &amp; Response</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>F</i>	<i>DK</i>	<i>Response Count</i>
How effective is the Foundation being in fulfilling this mission statement, as you have written it?	17.4%	<b>49.0%</b>	14.8%	2.7%	0.0%	16.1%	149

*Assessing Community Needs*

❖ **Question: In a sentence or two, please describe what you believe to be the most critical health care-related need at HRMC or in the Huron area that right now is going un-served or underserved by the Foundation.**

- 96 respondents answered the question.
- 129 respondents skipped the question.

<i>Response</i>	<i># of Responses</i>
Lack of providers (primary care and specialists)	46
Access to care (primary and specialist) in Huron or the surrounding community	12
Outreach and education (e.g. chronic disease management, preventative care, wellness and nutrition)	11

*Responses > 5 incidences, listed in order of occurrence*

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- Access to care for low-income or less fortunate individuals (disparate populations)
- Lack of urgent/acute care within health care system
- Increasing costs of health care

❖ **Question: Based on what you’ve just noted as the most critical health care-related need at HRMC or in the Huron area, please list one or two things the Foundation can do to meet that/those need(s).**

- 79 respondents answered the question.
- 146 respondents skipped the question.

The vast majority of respondents that indicated lack of primary and specialist care providers in the Huron area as the most critical health-care related need, the following comments reflect their suggestions for meeting that need:

- Enhance physician recruitment by utilizing and leveraging existing physician relationships with their peers and medical schools;
- In general, assist in physician recruitment in any way possible. Appoint a liaison from the HRMC Board to participate in a cross-functional recruitment team.
- Develop a consortium of physicians for the region;
- Attract new physicians by supporting the purchase of new equipment and/or patient resources that would appeal to physicians as they deliver care;
- Assist the community and city of Huron in promoting the region; and
- Help to identify the healthcare needs of the community and have a key role in implementing solutions to those needs (e.g. geriatric specialty providers).

Secondary to those that indicated lack of providers as noted above, numerous respondents indicated that lack of access to close-to-home care is the most critical health-care related need. The following comments reflect their suggestions for meeting that need:

- Recruit additional primary and specialty physicians (see above comments);

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- Promote and market services available at HRMC and surrounding medical facilities to ensure local residents are fully aware of their options close-to-home; and
- Consider a partnership or affiliation with a large health system to provide better rotation of specialized services to the region.

Finally, a third group of respondents that indicated lack of outreach and education, especially in the areas of chronic disease management and preventative care, as the most critical health-care related need, the following comments reflect their suggestions for meeting that need:

- Promote and/or offer educational programs (free of charge or low cost) on specific disease management subjects;
- Promote and/or offer educational programs for healthy living and preventative well-care;
- Create innovative ways to disseminate information to hard-to-access populations (e.g. rural elderly);
- Recruit additional specialists (e.g. endocrinologists) that would come to Huron on a rotating basis and provide access to managed care services.

*Strengths and Challenges*

❖ **Question: Please list one thing that the Foundation currently does well that should serve as a foundation for the organization’s future growth and change.**

- 72 respondents answered the question.
- 153 respondents skipped the question.

The majority of respondents indicated that the Foundation is presently doing well in planning and hosting fundraiser events for the community. Aside from noted improvements to this component featured earlier in this report, overall most stakeholders identified that the Foundation needs to continue to foster their fundraising programs.

Second to the above, some respondents indicated that continuing to assist HRMC in the purchase and/or maintenance of state-of-the-art equipment is integral to the future success of both organizations in terms of providing high quality health care.

Finally, several respondents clearly noted that the leadership at the Foundation is “excellent” as evidenced by improving the community’s perception of the Foundation, and increasing overall awareness of the Foundation and its mission.

❖ **Question: Please list one challenge that might inhibit the Foundation’s ability to successfully grow and change in the future.**

- 77 respondents answered the question.
- 148 respondents skipped the question.

A large majority of respondents indicated that the lack of physicians willing or able to move and subsequently practice in the Huron area is of significant detriment to successful growth and change in the coming years.

In addition, several respondents noted that the Foundation has historically focused its targeted giving campaigns to those that are wealthy instead of separately targeting middle-class, or “average” Huron citizens for fundraising campaigns. Based upon the responses in this question, as well as those evidenced earlier in this report, there seems to be a call from the community for unilateral engagement and a willingness to give.

Finally, throughout a variety of responses lack of money and other financial means of support were noted as a challenge to the Foundation. While Huron residents may very well like to donate their time or money at the benefit of the Foundation and its mission, tight budgets and a poor economy leave very little discretionary income to do so.

❖ **Question: Please think about how the Foundation should grow and change in the next five years. You can consider any areas (service, business practices, marketing and media, or something else) where growth or change might be appropriate. In the space below, please list the top thing that the Foundation can do to grow and change in the next five years.**

- 73 respondents answered the question.

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- 152 respondents skipped the question.

<i><b>Response</b></i>	<i><b># of Responses</b></i>
Grow and refresh fundraising activities to cater to a broad community audience	15
Focus on strategic marketing	13
Ensure equal access to healthcare	12
Focus on physician recruitment	8
Develop and implement a strategic vision for fundraising	6

*Responses < 5 incidences, listed in order of occurrence*

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- Engage Huron business leaders
- Expand sponsored programs/grants
- Focus on supporting HRMC and its needs (e.g. equipment)
- Partner with a large health system to provide increased access to care perceived higher quality of care

*The Strategic Planning Process*

❖ **Question: Please write a sentence or two that express(es) what you would like to see as the key outcome(s) of this strategic planning process.**

- 60 respondents answered the question.
- 165 respondents skipped the question.

Most respondents indicated that a comprehensive strategic plan (3-5 years in focus) that addresses the following components should be the key outcome of this activity:

- Establish a clear, concise direction for community relations and hospital support, and the fundraising necessary to support those elements;
- Set a defined goal for fundraising (\$\$\$ amount) and total endowment size;
- A plan that includes specific goals, objectives, and milestones; and
- Strategies that focus on community engagement so as to increase support of the Foundation.

❖ **Question: During the strategic planning process, it is important for the Foundation to understand the tools or skills that its staff need to effectively implement agreed upon goals and strategies. In the space below, list one tool or skill that you believe would be important for staff to have so that implementing goals and strategies is easier.**

- 52 respondents answered the question.
- 173 respondents skipped the question.

Approximately half of all respondents indicated that the facilitation of clear, concise communication between stakeholders throughout this process was the one tool or skill that is most important for Foundation staff to have. Several respondents noted that the key tool in making clear, concise communication possible was a strong facilitator to the process and a subsequent strong, clear, and well-defined strategic plan by which to operate from. A significant number of respondents indicated that they did not know or did not have enough background information to comment on this question.

❖ **Question: How about one tool or skill that you believe would be important for the [Foundation] Board of Directors to have so that implementing goals and strategies is easier?**

- 56 respondents answered the question.
- 169 respondents skipped the question.

A variety of responses were collected for this question. Suggestions included the following, in no particular order:

- Access to relevant data on community healthcare needs, costs, and comparison to regional trends;
- Required participation in at least one committee or event for Board members;
- Increase cultural diversity on the Board, or at minimum provide educational forums for Board members to increase their awareness of regional cultural diversities and disparate populations served by the Huron health community;
- A well articulated and able-to-implement strategic plan;
- Willingness to change/have an open mind to change.