|  |  |  |
| --- | --- | --- |
| (Ideas to ask) | **Positives** | **Negatives** |
| **Internal Factors**   * Human resources * Physical resources * Financial resources * Activities and processes * Past experiences | **Strengths**   * Others that have achieved this OR (how did they do it?) * Low cost/low intervention * Low C/S rate * Good outcomes and patient satisfaction * Early discharge from triage/hospital * CMS looking for patients satisfaction, reduced LOS, outcomes | **Weaknesses**   * System inefficiency * Tension between MMC and revenue generation (longer visits) * Hard to identify contact people (contacts) * Lack of leadership/business skills in education |
| **External Factors**   * Future trends - in your field or the culture * The economy * Funding sources (foundations, donors, legislatures) * Demographics * The physical environment * Legislation * Local, national, or international events | **Opportunities**   * Physicians (if share same pot of money and midwives ↑reimbursement to 100% 🡪 will increase the pot for everyone * Hospital benefits, lower resource utilization * OB shortage * Insurance companies * MC (CMs) outcome driven (midwives can point out good outcome) * BID/Lahey merger ↑bargaining power | **Threats**   * Physicians (do not want to lose money) * MC ↑asking for reimbursement when they have ↓funding * MMS lobby power |

**SMART Action Plan:**

* Printed resources (script)
* Keep talking/networking
* Kill them with kindness
* Send flowers on…
* Know who your players are
* Know billing department

**GOAL: 100% reimbursement in MA equal pay for procedure**

We will achieve 100% reimbursement\* for CNMs in MA from Medicaid by Dec, 31st 2020.

\*100% reimbursement = CNM reimbursed @ 100% physician rate for the same services