



Strategic Planning

A partnership of:

**Kentucky & Appalachia Public Health
Training Center**

Ohio Public Health Training Center

**Kentucky Department for Public Health
Center for Performance Management**

Target Audience

- Local and state public health workforce in Ohio & Kentucky
- Public health boards
- Local partners, ie. non-profit health clinics, hospitals, extension agents, FQHC's, worksite wellness, business, etc.
- Academia

Goals for Organizations

- Prepare for leadership change and continuity
- Develop strategic & succession plans to guide the organization into the future
- Enhance organizational and community capacity to achieve optimal health outcomes and preparedness for significant events

How this course works

- Webinars
 - **Complete** the workbook assignments
 - **Participate** in webinar
 - **Complete** the work of that module with your team
 - **Submit** the work for feedback
- Wrap up the work
 - **Develop** your plan
 - **Participate** in final webinar
 - **Share** your plan and lessons learned
 - Take the **exam**
 - Complete the **evaluation**

Welcome to Strategic Planning

Webinar 1

*Getting Started: What is
strategic planning and why
should we do it?*

Learning Objectives Webinar 1

- Describe the purpose of a strategic plan
- List the critical elements of a strategic planning process
- Identify the benefits of strategic planning
- Conduct a readiness assessment

Webinar Agenda

Time	Content	Outcome
1:00	Welcome, introductions, objectives, Your expectations? How this course works	Know who's in this together! Be prepared to participate
1:30	What is Strategic Planning?	Clarity
	A model for strategic planning	Know where we are going
	Benefits & Barriers, Readiness	Assess readiness
	Data needs & process choices	Make informed decisions
2:00	Plan to Plan	Develop a roadmap
2:15	Making it a priority	Commit

Introduction of Participants

- **Ohio**

- Morrow County Health Dept
- Richland County Health Dept

- **Kentucky**

- Pennyriple District Health Dept
- Knox County Health Dept
- Estill County Health Dept
- Magoffin County Health Dept
- Barren River District Health Dept
- Lake Cumberland District Health Dept
- Marshall County Health Dept
- Lexington-Fayette County Health Dept
- Lincoln County Health Dept



What are your expectations?



Learning + Doing

- Workbooks for each module provide templates to assist in both learning and developing a strategic plan
- Time needs to be allocated between webinars to complete the assignments & meet as a team
- Completion of a strategic plan will depend on the amount of time teams devote to the process

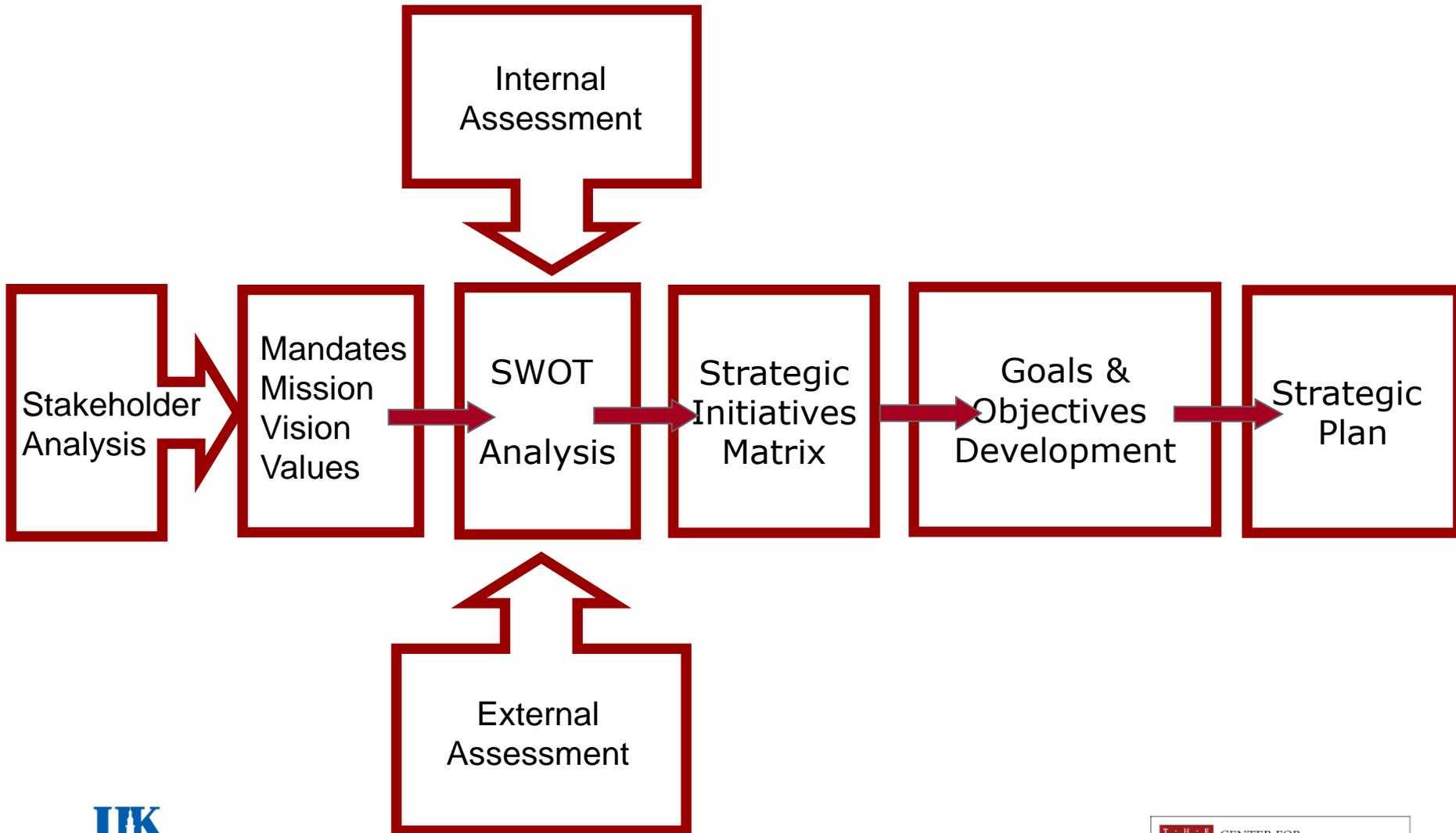


What is Strategic Planning?

- ***Designing a course of action that will move one's organization from what it is in the present – in a step-by-step process – to what it must become to assure its foreseeable future.***



Strategic Planning Model



Getting Set up for Success	Defining <i>Who We Are</i>	Defining Our Challenge	Setting Our Course	Putting the pieces together	Making it Happen	Keeping the Plan Relevant
Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7
Get Ready: Plan to Plan	Articulate Mission, Vision, Values	Assess situation	Agree on Strategic Priorities	Write the Plan, Document & Commit	Implement the Plan	Evaluate and Monitor the Plan
<p>Steps:</p> <ul style="list-style-type: none"> - Identify reasons for planning - Assess readiness - Identify specific issues or choices to be addressed - Identify the info needed to inform the process - Develop a plan for gathering info - Design a planning process for the org - Develop a work plan 	<p>Steps:</p> <ul style="list-style-type: none"> - Create or revisit mission statement - Draft a vision statement (or revisit) - Articulate or affirm the organization's values, beliefs, guiding principles 	<p>Steps:</p> <ul style="list-style-type: none"> - Summarize organization's history and accomplishments - Articulate previous and current strategies - Gather information from internal & external stakeholders - Evaluate current programs, collect objective data - Develop a SWOT analysis 	<p>Steps:</p> <ul style="list-style-type: none"> - Analyze & make sense of the data collected - Assess program portfolio - Summarize future program portfolio [Establish criteria for inclusion] - Agree on core future strategies - Agree on administrative, financial & governance priorities 	<p>Steps:</p> <ul style="list-style-type: none"> - Create goals and objectives - Develop long-range financial projections (budget) - Write the strategic plan - Adopt the strategic plan [An optional step is to develop the detailed work plan as part of the strategic plan] 	<p>Steps:</p> <ul style="list-style-type: none"> - Manage the transition; assess the changes required for success - Develop a detailed operating plan - Develop a communications Plan 	<p>Steps:</p> <ul style="list-style-type: none"> - Evaluate the plan and the planning process - Monitor the strategic plan and revise as needed
Product = Planning Workplan	Product = Mission, Vision, Guiding Principles (values, beliefs)	Product = Data to inform decisions. SWOT analysis	Product = Decisions/Agreement on Strategic Priorities Goals, Objectives and indicators of success	Product = Strategic Plan [Optional: workplan, Budget, Communications plan]	Product = Annual Plan (operating plan, tactical plan) [Optional: Communications Plan] Action!	Product = Best practices for future planning. Mechanisms for monitoring. Measures/ Scorecard, Milestones

An Organization Plans Strategically if it...

- Examines the environment in which it exists/competes
- Questions fundamental assumptions about its business
- Creatively attempts to conceive its role in a different, more effective way
- Looks beyond the status quo and to the future



Expected Benefits of Strategic Planning

- Benefits

- Ways to enhance the benefits

Barriers to Strategic Planning

- Barriers

- Ways to address barriers

Assess Readiness

Has your organization defined:

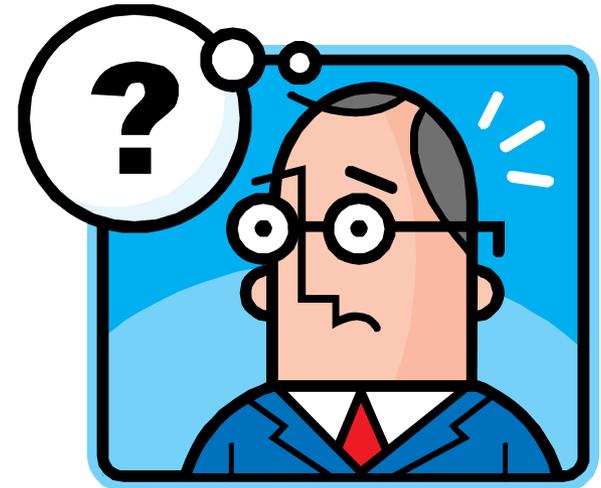
- **Why** do strategic planning?
- What challenges, issues or problems you hope to address?
- Who will be involved in the process?
- How much time you are willing to devote to the process?
- **What success would look like?**



Assess Readiness

Is your organization ready to:

- Incorporate analysis, thought, judgment and creativity?
- Question the status quo?
- Ask the hard questions?
- Devote significant resources, including time?
- Seek to build ownership at all affected organizational levels?
- Avoid making the plan an end unto itself?



Should We Proceed With Strategic Planning?

	yes	no	How to mitigate “No”s
1. We have a strong sponsor			
2. We have a process champion to lead the process			
3. Resources are available to do this planning			
4. Resources are likely to be available to implement our plan			
5. The process and plan will be linked to our budgets and operational plans			
6. The benefits outweigh the costs; the process will create real value for our organization and stakeholders			
7. Now is the right time to initiate the process			
8. The organization is ready to do strategic planning			
9. The Board is ready to engage in strategic planning			
10. We can enlist stakeholders in our process			

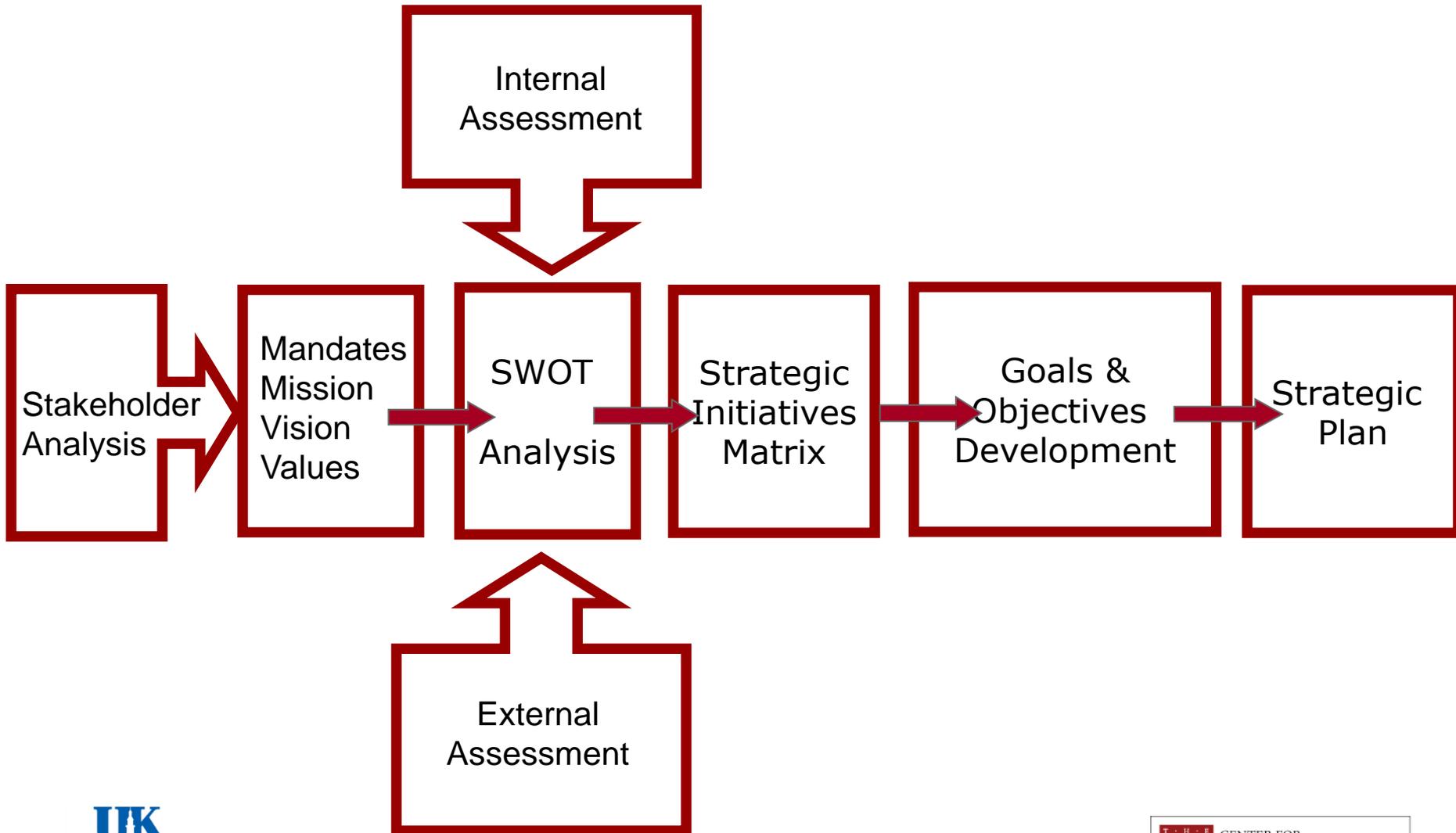
Review Your Plan

- Review your organization's existing strategic plan
 - Is this plan still relevant?
 - Has it been used? Reviewed?
 - Why or why not?
 - What are the weaknesses & strengths of this plan?

Process Choices

1. Your planning group creates the strategic plan and communicates results to staff
2. Your planning group creates the strategic plan and offers it as a draft to the organization for feedback and input
3. Your planning group uses the templates provided and creates a process in the organization to develop the plan where everyone contributes; the team finalizes
4. ?

Strategic Planning Model



Vision, Mission, and Values

Vision provides a picture of the desired future for the organization.

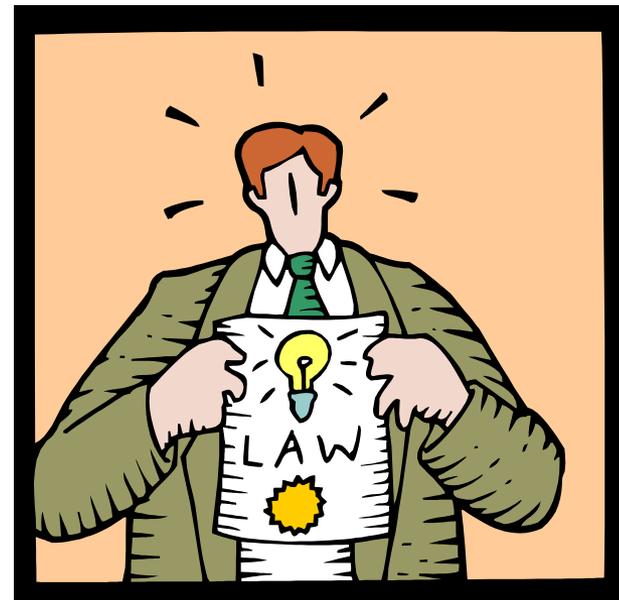
Mission describes what you do, and for whom you do it.

Values are beliefs or guiding principles that set the foundation for how an organization will operate.



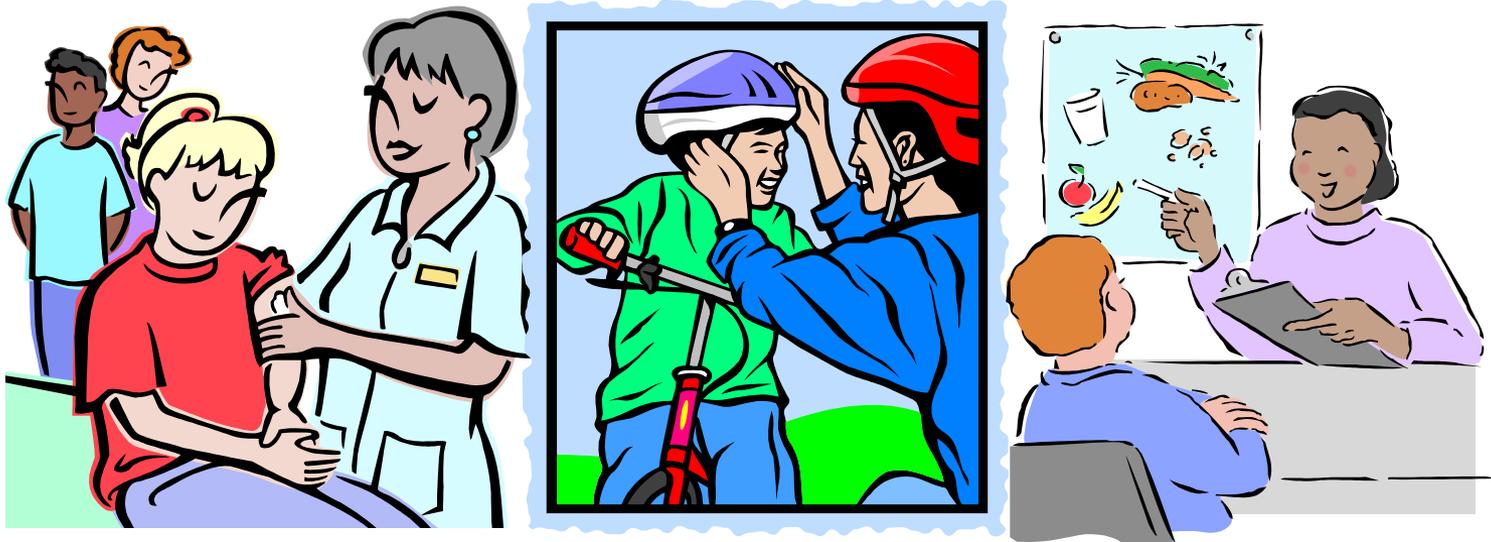
Mandates

- **Mandates** include:
 - Laws
 - Policies
 - Rules
 - Grant Stipulations/
Agreements



Stakeholders

- **Stakeholders** - those impacted by the plan
 - Suppliers
 - Recipients



Situation assessment – SWOT and + Delta Analysis

Strengths: (Internal)

Keys to past and future successes of the organization

Weaknesses: (Internal)

Potential problem areas that impact success

Opportunities: (External)

Potential areas for growth

- *Partnerships*
- *Funding*
- *Trends*

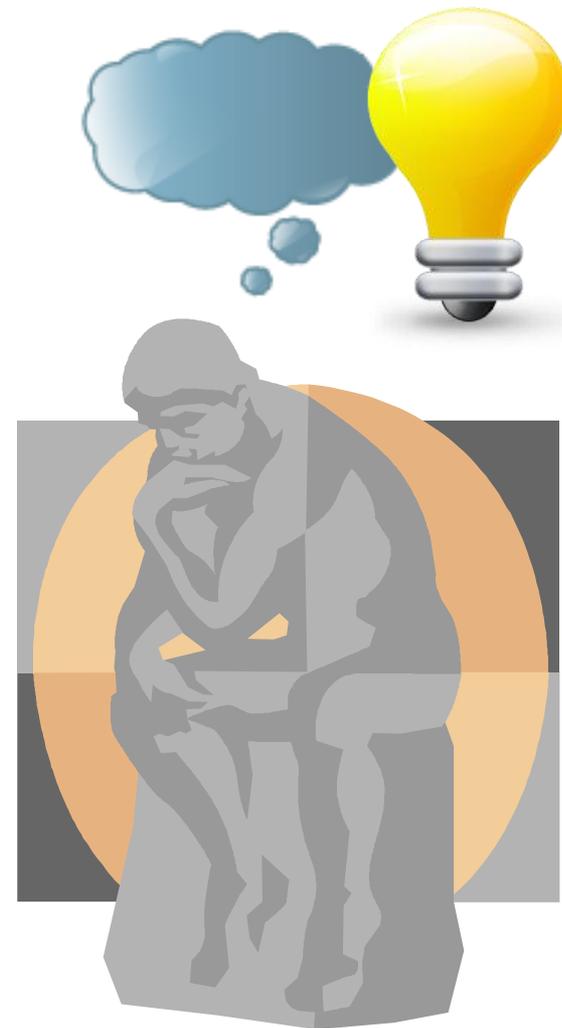
Threats: (External)

Outside factors to be mitigated

- *Competitors*
- *Future liabilities*
- *Public's perception*

Strategic Initiatives

- Requires strategic thinking
 - Change
 - Questions current assumptions and activities
 - Generates new ideas and approaches
 - Envisions possible futures
- Does **not** assume that the organization will continue to do what it is presently doing
 - **Stop – Start - Change - Improve**



Analysis to Action

- The information collected and analyzed provides the foundation for defining **strategic initiatives**
- From these priorities, specific **goals & objectives** are developed to move the organization toward its future vision
- **Performance indicators** - measures of success are determined



Data needed to inform the strategic plan

What	Where is it located	How we will obtain it
Previous strategic plan and results		
Customer data: (Survey, focus groups, etc)		
Financial Data: Current and projected		
Services Data: Utilization, trends		
Human resources data: positions filled/unfilled, anticipated vacancies, needs, training data		

Making it a priority



- How will you make strategic planning a priority?
 - Demonstrate commitment
 - Communicate

Assignments Pre-Webinar 2

- Identify benefits of strategic planning for your organization .
- Develop your Plan to Plan.
- Review your organization's existing strategic plan. Talk with others in your organization about it.
- Ask: Is this plan still relevant?
- Has it been used?
 - Why or why not?
- What are the weaknesses & strengths of this plan?
- Develop a communication plan to educate your organization.
- Review 'Assessing the Current Situation.'

Preview of Webinar 2

- Process & templates for developing **vision, mission, values**
- Process & templates for situation assessment including **mandates, stakeholders, programs, products & services, internal & external environment**
- Process & templates for developing **SWOT**

Strategic Planning Schedule

Date/Time	What	Content	Instructor
On-line	Orientation	Select Teams Readiness Assessment	
Nov 17, 2011 1:00 – 2:30	Webinar # 1	Develop Plan- to Plan, Review existing strategic plan, Determine Data needs	Angie Carman
Dec 8, 2011 1:00 – 2:30	Webinar # 2	Stakeholder analysis, Mission, Vision, Values, SWOT analysis	Racquel Graham
Jan 26, 2012 1:00 – 2:30	Webinar # 3	+ Delta Analysis & synthesis, Develop strategic priorities, goals/objectives	Cynthia Lamberth
Feb 16, 2012 1:00 – 2:30	Webinar # 4	Operationalizing your plan, Measures, Evaluation, Establish monitoring system	Angie Carman
Mar 15, 2012 1:00 – 2:30	Webinar # 5	Review plans, Lessons learned, Final questions, Next steps	Erin Louis
By March 31, 2012	Evaluation	On-line Required for CE's	

More Information?

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