

# Identifying and Maximizing Your Best Strategic Opportunities

Washington State  
Performance Management  
Centers for Excellence

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## Meeting Objectives

- Define why strategic planning is important.
- Identify the most common elements of strategic planning and their roles in organizational alignment.
- Determine the critical considerations and processes needed to make strategic planning successful.

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## Terminology

- PDCA vs. PDSA

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## 8 Common Mistakes of Strategic Planning



1. The Door Stop Plan
  - This is not War and Peace – aim for 15 pages
2. The Shelfware Plan
  - Write once, read never plan
3. Don't Wait Until Next Year
  - Requires regular revalidation and refreshment
4. The Devil Really is in All Those Details
  - Details don't belong in strategic plans

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## 8 Common Mistakes of Strategic Planning



5. Carved in Stone and Just as Heavy
  - 'We agreed to that and we'll never change it route'
6. The English as a Second Language
  - Don't write in jargon
7. One Size (Doesn't!) Fit All
  - Create customized versions of your plan
8. Shooting For the Stars
  - Keep it Real

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## Why Do Strategic Planning?



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## Why is Strategic Planning Important?



- A vision for the future.
- Clarify agency priorities.
- Values that shape your actions.
- Adjust to new budget realities.
- Meet new demands/expectations from the public, policy-makers and funders.
- Align the department in a common direction.

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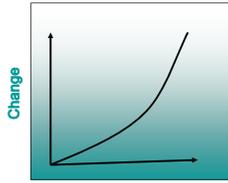
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## Four Great Reasons to Plan



1. Saves time and resources.
2. Increases impact of work you are already doing.
3. Fills in gaps.
4. Change.



The pace of change is always increasing

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## What Are The Most Common Strategic Plan Elements and How are Strategic Plans connected to other agency priorities?



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## Strategic Planning is Connected



- Strategic planning is just one part, though a big one, that contributes to the overall performance of the public health system.

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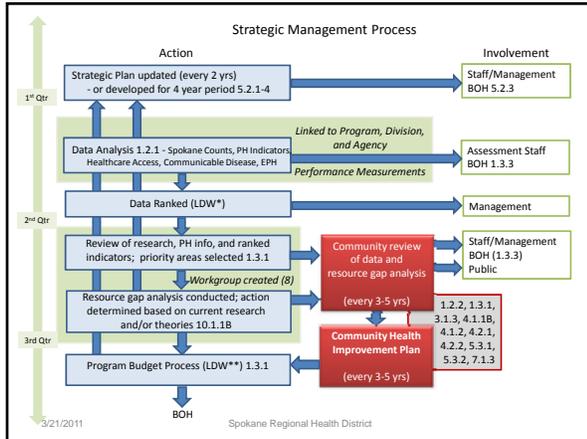
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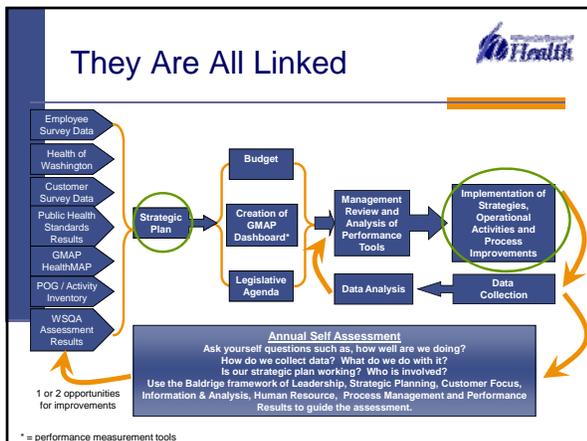
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## Public Health Accreditation Board (PHAB) Prerequisites



- Currently, PHAB has required that all applicants submit three documents with their request for an accreditation survey:
  1. Community/State Health Assessment
  2. Community/State Health Improvement Plan
  3. Agency Strategic Plan

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## CHA/CHIP/SP/QI Plan



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## Domain 5: Develop Public Health Policies and Plans



**Standard 5.2 B: Develop and implement a health department organizational strategic plan.**

5.2.1 B: Conduct a strategic planning process

5.2.2 B: Develop a strategic plan

5.2.3 B: Implement the strategic plan

5.2.4 B: Review and revise the strategic plan

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## Strategic Planning Elements for Public Health Standards



5.2.1 Document the planning process used:

- who participated in the process
- types of data and information used
- the tools used to develop the plan
- linkages to other department reports/plans

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## Strategic Planning Elements for Public Health Standards



5.2.2 Develop a strategic plan:

- a plan dated within the last five years and include the following:
  - Vision, Mission, Values
  - Strategic Priorities
  - Goals and Objectives with measurable and time-framed targets

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## Strategic Planning Elements for Public Health Standards



5.2.3 Implement the strategic plan:

- Annual reports of progress towards goals and objectives including monitoring of performance measures and conclusions on progress toward targets.

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## Strategic Planning Elements for Public Health Standards



### 5.2.4 Review and revise the strategic plan:

- Document revision of the strategic plan at least every five years.

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## Anatomy of a Strategic Plan



- Time to Plan
  - 3 months to 1 year
- Time Period
  - 3 to 5 years, with the most focus the first 12 – 18 months
- Medium
  - Create a Word and/or Power Point version that you can turn to anytime someone has an issue or question
- Length
  - 15 pages or less, if using Power Point 25 slides or less
- Executive Summary
  - Targeted for speed readers

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## Anatomy of a Strategic Plan



- Scope
  - High-level goals and plans
- Business Context
  - Layout the specific business drivers, assumptions and plans
- Business Principles
  - Short statements of purpose that will guide decision making and implementation
- Metrics
  - Measurements of progress in place when creating plan instead of waiting for review time to figure it all out
- Review
  - You should review and revise the plan at least once during the fiscal year

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## Review

Strategic planning is important because it

1. Saves time and resources.
2. Increases impact of work you are already doing.
3. Fills in gaps.
4. Helps with needed change.

Most common strategic plan elements:

1. High level goals and objectives.
2. Description of your business environment.
3. Short statements of purpose to guide planning.
4. Metrics, both gathered and visually displayed.
5. Communication with staff and stakeholders.
6. Regular revision of your plan

Next: More about critical considerations and processes



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## Questions?

- What additional information would you like to learn about?
- Can you apply this information in your agency?



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## What Are The Critical Decisions That Need To Be Made?



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## Strategic Planning Models



- There is no single best model.
- Number of elements vary.
- Order varies.
- Timeline varies.
- Who /how decisions are made varies.
- They all work equally well.
- Find what works best for your situation.

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## The Strategic Planning Process



- Who will be involved, when, and what is their role?
- What are the key decisions, who will make them and what decision method will be used?
- When must the plan be completed?
- How will the process be managed?
- How will communications be handled?
- What must be included in the plan?

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## Clarify Roles



Role	Vision & Mission	Environmental Scan	Setting Priorities
Develop	SP Team	Assessment Team	SP Team
Conduct	NA	Assessment Team Agency Staff	NA
Review	Agency staff Management Team	SP Team Management Team	Agency Staff Community
Decide	Health Officer/ Director	NA	Health Officer/ Director
Communicate	Health Officer/ Director	NA	Health Officer/ Director

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## IAP2 Spectrum of Public Participation

**Increasing Level of Public Input** →

Public participation goal	Inform	Consult	Involve	Collaborate	Empower
<b>Public participation goal</b>	To provide the public with balanced and objective information in order to help them understand the problem, alternatives, opportunities and/or risks.	To allow the public to provide input and advice on the project or program before major decisions are made.	To work directly with the public throughout the process to develop and refine the project or program and to gain public acceptance and support.	To partner with the public to work together throughout the process to develop and refine the project or program and to gain public acceptance and support.	To place the final decision-making authority in the hands of the public.
<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to your views, and provide feedback on how your input influenced the decision.	We will work with you to ensure that your views are directly reflected in the decisions.	We will work with you to ensure that your views are directly reflected in the decisions.	We will empower you to make the final decision.
<b>Example techniques</b>	<ul style="list-style-type: none"> <li>• News alerts</li> <li>• News stories</li> <li>• Open houses</li> </ul>	<ul style="list-style-type: none"> <li>• Public comment</li> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen advisory committees</li> <li>• Consensus building</li> <li>• Participatory budgeting</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen juries</li> <li>• Referenda</li> <li>• Ranked decision</li> </ul>

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## Small Planning Groups And Large Feedback Loops

Involved = Make decisions	Feedback = Comment on decisions
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**Words of Wisdom:**  
*It is easier to get groups to respond than to create.  
 The latter gave birth to the phrase "group grope."*

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## The "PDCA" Cycle of Strategic Planning

- PLAN
  - Define mission, vision, values
  - Conduct environmental scan
  - Develop priorities, goals and objectives
- DO
  - Develop action plan
  - Allocate resources
  - Implement plan

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## The “PDCA” Cycle of Strategic Planning



- CHECK/STUDY
  - Track progress
- ACT
  - Modify the plan when needed
  - Evaluate the strategic planning process to improve it next time



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## What Are The Processes To Be Successful?



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### Questions?

- What additional information would you like to learn about?
- Can you apply this information in your agency?

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## Steps of A Strategic Planning Model



- Step 1 – Environmental Scan
- Step 2 – Organizational Direction
- Step 3 – Strategic Goals, Objectives, Strategies
- Step 4 – Performance Measures
- Step 5 – Action Plan
- Step 6 – Allocate Resources
- Step 7 – Communicate and Implement the Plan
- Step 8 – Track Progress
- Step 9 – Modify Action Plan Based on Data
- Step 10 – Evaluate the Strategic Planning Process

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## SWOT Exercise



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## Steps of A Strategic Planning Model



### Step 1 – Environmental Scan

1. Market Forces
2. Stakeholder Analysis
3. Technology
4. Internal Capability Analysis
5. Legal and Regulatory Factors

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## Market Forces



1. An assessment of competition the organization must face, including industry trends and competitive analysis.



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## Stakeholder Analysis



1. An assessment of competition the organization must face, including industry trends and competitive analysis.
2. The identification of stakeholders and delineation of their needs.



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## Technology



1. An assessment of competition the organization must face, including industry trends and competitive analysis.
2. The identification of stakeholders and delineation of their needs.
3. An internal and external assessment of technology to find opportunities for potential innovation.

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## Internal Capability Analysis



1. An assessment of competition the organization must face, including industry trends and competitive analysis.
2. The identification of stakeholders and delineation of their needs.
3. An internal and external assessment of technology to find opportunities for potential innovation.
4. A detailed view of the internal workings of the organization, with a focus on resources, skills and process capabilities.

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## Legal and Regulatory Factors



1. An assessment of competition the organization must face, including industry trends and competitive analysis.
2. The identification of stakeholders and delineation of their needs.
3. An internal and external assessment of technology to find opportunities for potential innovation.
4. A detailed view of the internal workings of the organization, with a focus on resources, skills and process capabilities.
5. A view of how the organization can favorably address legal and regulatory factors and minimize any threats by relevant legislation and regulation.

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## Environmental Scan – Prioritizing Public Health Issues



- **Research:** epidemiology, community assessment (quant. & qual.), size, severity, trends and distribution of the impacts.
- **Resources:** evidence-based practices or policies, funding, staff, skills and capacity, community in-kind support.
- **Readiness:** community partnerships or networks, media visibility, funding availability, political support, pre-existing supportive policies.

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## Step 2 – Set or Review Organizational Direction



- **Vision** - An overarching statement of the way an organization wants to be.
  - Where do we want to go?
  - What do we want to be?
- **Mission** – an organizations purpose
- **Values** - guiding principles that state how all employees intend to conduct their behavior and do business.

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## Step 3 – Develop/Revise Strategic Goals, Objectives and Strategies



- **Goals** – Focus on outcomes or results and are qualitative in nature.
- **Objectives** – Support the goals and will be a specific statement of a desired condition.
- **Strategies** – What are the steps to achieve your objectives?



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## What Makes a Strategic Objective?



- Achieves goals
- Addresses gaps in service
- Long term

## What Makes an Operational Objective?

- Day to day activity
- Short term

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## Strategic Strategies



- What steps are you going to take to achieve your objectives?



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## Step 4 – Develop/Revise Performance Measures



Answering the “So What?”

- Must use data to measure the outputs and outcomes of PH programs and activities
- Must establish and monitor quantifiable health status and health determinant indicators
- Feasible to link program outcomes and indicator results through rigorous use of data



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## Different Types of Metrics



- Process Outputs
  - Results of the work we do every day (numbers of)
- Short-term to Long-term Outcomes
  - What has to happen for our long term outcomes to be achieved (rates or percent)
- Impact
  - What we're really after, improved health outcomes
- Targets
  - Benchmarks or goals based on previous performance or best practice

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## Attributes-Performance Measures



Meaningful	Feasible	Actionable
<ul style="list-style-type: none"> <li>Important aspect of PH</li> <li>Population-based</li> <li>Valid</li> <li>Comprehensible</li> </ul>	<ul style="list-style-type: none"> <li>Precisely specified</li> <li>Data available</li> <li>Affordable</li> <li>Reliable</li> </ul>	<ul style="list-style-type: none"> <li>Under user's control or influence</li> <li>Results are interpretable and used</li> </ul>

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## Use S-M-A-R-T Measures



- Specific
- Measurable
- Attributable
- Relevant
- Timebound

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## Establishing Effective Outcome Measures



### • Data Description and Collection Form

Outcome Measure #1:	
Numerator:	
Denominator:	
Source of data:	
Target or Goal:	
Who will collect this information:	
What tool will be used to collect these data?	
How often will the data be analyzed and reported?	
Baseline measurement dates:	
1 <sup>st</sup> re-measurement dates:	

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## Example of Data Description



Statement of Measure	Percent of high risk pregnant women with prenatal visit in 1 <sup>st</sup> trimester
Target Population	All high risk pregnant women who visit clinic
Numerator:	# of high risk pregnant women with clinic visit in 1 <sup>st</sup> trimester prenatal
Denominator:	# of high risk pregnant women who visit clinic
Source of data:	Clinic visit records
Target or Goal:	95%

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## Exercise- Developing Outcome Measures



Statement of Measure	Percent of 2 year olds that are fully immunized
Target Population	
Numerator:	
Denominator:	
Source of data:	
Target or Goal:	

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## Levels of Performance Measures



Health Issue / Goal	1. Short term "Process Outcome"	2. Mid-range "Results Outcome"	3. Long term "Health Status or Determinant Indicator"
Improve Childhood immunization rates for completion of immunization by age 2 series	Percent of planned materials distributed to increase provider awareness (Goal 100%) → Percent of children with records kept in Child Profile (Goal to increase from year to year)	Percentage of children 0 to 24 mo. completing the series on time (Goal to increase ) →	Disease rates related to the series are very low or approaching none (such as Pertussis, measles. )

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## Measures help us:

- Deliver expected performance
  - Are we meeting service standards?
  - Are our strategies working?
  - Are we making progress toward our goals?
- Build organizational capacity
  - Is each employee doing their part?
  - Are we allocating our resources to the right things?
  - Do we have the tools and resources we need?
- Influence decision-makers/authorizers
  - Are we accomplishing what they expect?
  - What do we provide for the tax dollars we get?
  - What do we need from them to meet expectations?



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## Step 5 – Developing the Action Plan

- Action planning is where the rubber meets the road and the point at which a Strategic Plan either becomes “credenza ware” or an operational document.



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## Gantt Chart for Action Plans

Person(s) Responsible	WEEK 1 – March 2																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
<b>Preparation of materials to support the process</b>																									
Download most current version of G3/343	Amy	X																							
Contact test clinic to schedule chart review	Amy	X																							
<b>Plan #1</b>																									
Visit clinic and conduct review	Erin and Amy		X																						
Meet with MEC3 group to discuss results	All			X																					
Contact test clinic 2 to schedule review	Amy				X																				
<b>Plan #2</b>																									
Visit clinic and conduct review	Erin and Amy							X																	
Meet with MEC3 group to discuss results	All								X																
<b>Bill Implementation</b>																									
Contact all clinics to schedule reviews	Amy								X																
Visit clinics and conduct reviews	Erin and Amy									X	X	X	X	X	X	X									
<b>Summing and Finalizing Information</b>																									
Complete clinic specific results of reviews	Amy																						X		
Complete countywide results of reviews	Amy																							X	




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## Step 8 & 9 – Track Progress and Modify Action Plan Based on Data



- Ask yourself how will you track your progress? Monthly? Quarterly?
- Don't be afraid to modify
- Use data



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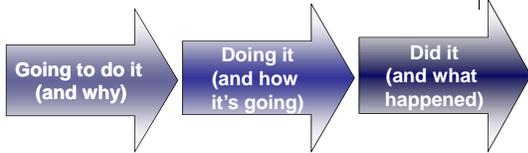
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## Building Momentum Towards Success



Where and how often will you give your updates?

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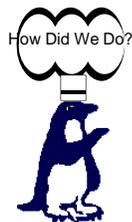
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## Step 10 – Evaluate the Strategic Planning Process



- Process evaluation.
- What areas may need improvement for next time.
- What did we accomplish?
- What do we change/modify?



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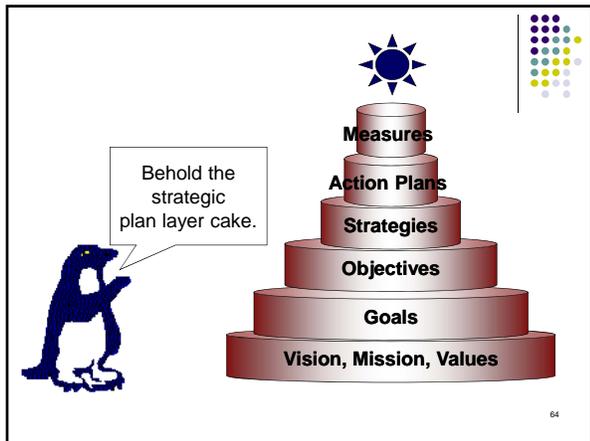
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Questions?

- What additional information would you like to learn about?
- Can you apply this information in your agency?

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