

Strategic Planning

Identifying and Maximizing Your Best Strategic Opportunities

March 14, 2012

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Learning Objectives

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

Polling Question

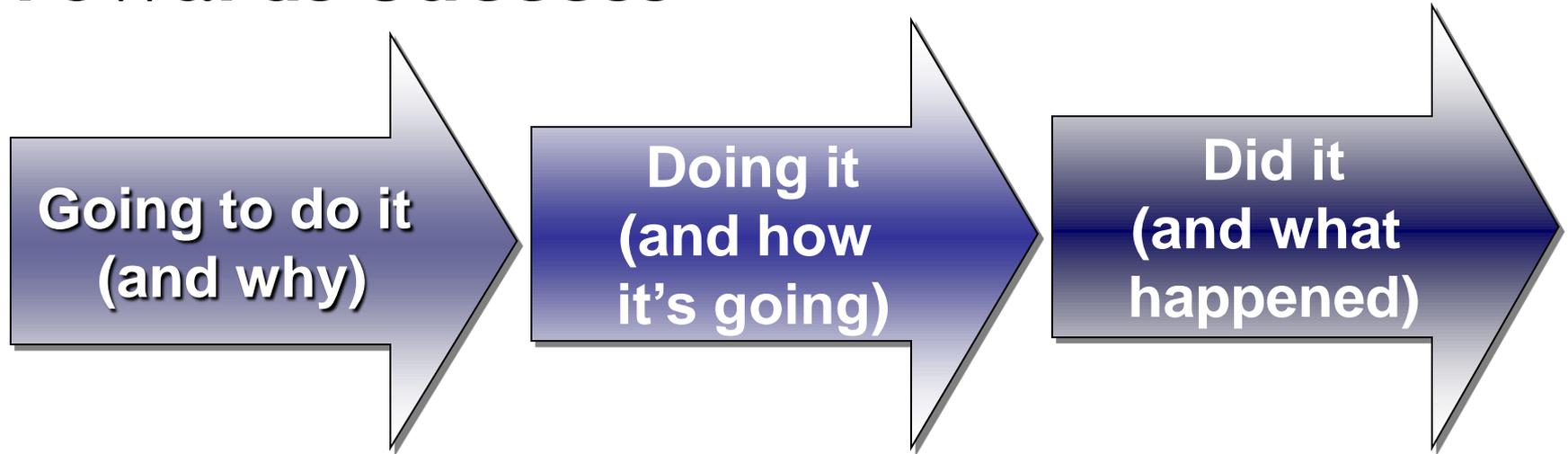
Where is your organization in the process of development of a Strategic Plan?

- A: Completed a Strategic Plan in the last 3 years
- B: In the process of developing a Strategic Plan
- C: Planning to develop a Strategic Plan
- D: No action, gathering information only

The Strategic Planning Process

- Who will be involved, when, in what 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?

Building Momentum Towards Success



Where and how often will you give your updates?

PHAB Version 1.0, Standard 5.3.2

Standard 5.3: Develop and implement a health department organizational strategic plan.

Measure	Purpose	Significance
<p>5.3.2 A Adopt a department strategic plan</p>	<p>The purpose of this measure is to assess the health department's completion and adoption of a department strategic plan.</p>	<p>A strategic plan defines and determines the health department's roles, priorities, and direction over three to five years. A strategic plan sets forth what the department plans to achieve as an organization, how it will achieve it, and how it will know if it has achieved it. The strategic plan provides a guide for making decisions and allocating resources to pursue its strategies and priorities.</p>
Required Documentation	Guidance	
	<p>If the health department is part of a super health agency or umbrella agency, the health department's strategic plan may be part of a larger organizational plan. If that is the case, the plan must include a section that addresses the health department and includes the required elements of the plan specific to the health department. Submitted documentation should include only the section(s) of the larger plan that addresses the health department and not the entire plan. If the plan of the super health agency or umbrella agency does not include the required elements for the health department, then the health department must conduct an internal planning process and adopt a health department specific strategic plan.</p>	

Required Documentation

1. Health department strategic plan dated within the last five years that includes:
 - a. Mission, vision, guiding principles/values
 - b. Strategic priorities
 - c. Goals and objectives with measurable and time-framed targets
 - d. Identification of external trends, events, or factors that may impact community health or the health department
 - e. Assessment of health department strengths and weaknesses
 - f. Link to the health improvement plan and quality improvement plan

Guidance

1. The health department must provide a strategic plan that is dated within the last five years. Some health departments may have shorter planning timeframes and, for example, may produce a strategic plan every three years. Some of the goals in the plan may be for a longer time period than five years, but the plan must have been produced or revised within the last five years. The health department may not officially call the plan a "strategic plan," but it must include the items listed in a through f.

There is no required or suggested format for the strategic plan. There is no required or suggested length of the strategic plan.

The strategic plan must include all of the following:

- a. The health department's mission, vision, and guiding principles/values for the health department
- b. The health department's strategic priorities
- c. The health department's goals and objectives with measurable and time-framed targets (expected products or results). Measurable and time-framed targets may be contained in another document, such as an annual work plan. If this is the case, the companion document must be provided with the strategic plan for this measure.
- d. The identification of external trends, events, or other factors that may impact community health or the health department
- e. The analysis of the department's strengths and weaknesses
- f. Linkages with the health improvement plan and details on the health department's roles and responsibilities for implementing the health improvement plan. It must also link with the health department's quality improvement plan. The strategic plan need not link to all elements of the health improvement plan or quality improvement plan, but it must show where linkages are appropriate for effective planning and implementation.

Overlapping Plans



IAP2 Spectrum of Public Participation



Increasing Level of Public Impact 

Public participation goal

Inform

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Consult

To obtain public feedback on analysis, alternatives and/or decisions.

Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

Empower

To place final decision-making in the hands of the public.

Promise to the public

We will keep you informed.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

Example techniques

- Fact sheets
- Web sites
- Open houses

- Public comment
- Focus groups
- Surveys
- Public meetings

- Workshops
- Deliberative polling

- Citizen advisory committees
- Consensus-building
- Roundtables

- Citizen juries
- Ballots
- Delegated decision

Please un-mute your phone

Let's discuss!



- How has your strategic plan benefited your organization?
- What communication tools have you used, to strengthen your process?
- How do you link your strategic plan to plans such as Community Health Improvement Plan or Quality Improvement Plan?
- How have you engaged your stakeholders?

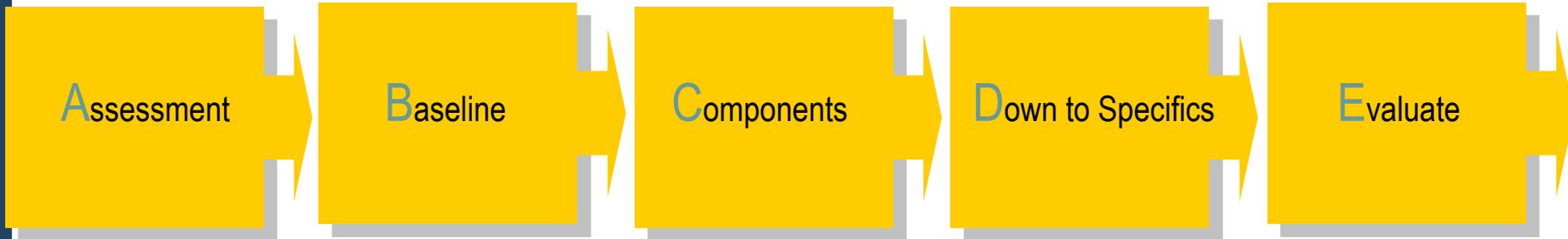
Strategic Planning Model

Where we are

Where we want to be

How we will do it

How are we doing



- *Environmental Scan*

- *Situation – Past, Present and Future*

- *Mission & Vision*

- *Performance Measurement*

- *Performance Management*

- *Background Information*

- *Significant Issues*

- *Values / Guiding Principles*

- *Targets / Standards of Performance*

- *Review Progress – Balanced Scorecard*

- *Situational Analysis*

- *Align / Fit with Capabilities*

- *Major Goals*

- *Initiatives and Projects*

- *Take Corrective Actions*

- *SWOT – Strength's, Weaknesses, Opportunities, Threats*

- *Gaps*

- *Specific Objectives*

- *Action Plans*

- *Feedback upstream – revise plans*

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

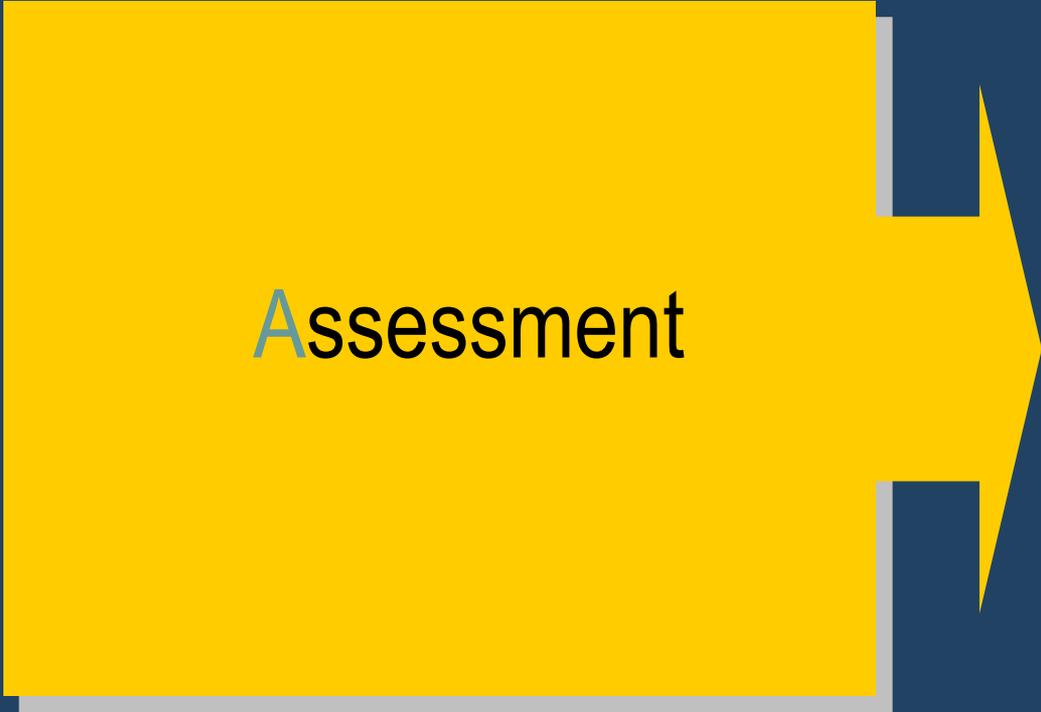
Step 6 - Allocate Resources

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



Assessment

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

SWOT Matrix

<p><u>Strength</u></p> <p>GOOD NOW</p> <p>Maintain, Build, Leverage</p>	<p><u>Weakness</u></p> <p>BAD NOW</p> <p>Remedy, Stop</p>
<p><u>Opportunity</u></p> <p>GOOD FUTURE</p> <p>Prioritize, Optimize</p>	<p><u>Threat</u></p> <p>BAD FUTURE</p> <p>Counter</p>

Example SWOT for Market Analysis

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none">• Understanding of market demographics• Data rich• Seen as leaders and innovators• Strong track record	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none">• Uncoordinated approach to change• Aging workforce• Unclear public health agenda
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">• ACA (Health Care reform)• Agenda for change – Forward thinking• Aging population = emerging market• Funding from health reform• Focus on health (care delivery) state and national	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none">• Categorical funding• Reduction of funding• Increasing competitiveness of funding• Tough attitude towards government employees/programs• Eroding state and federal resources

Example Action Items, Marketplace

Strengths

- Leverage data (look for opportunities to integrate data to be more efficient)

- Continue encouraging innovation and staff be active in the community

Weaknesses

- Continue to be active leaders in reshaping public health to find a clear public health focus and strong implementation plan

Opportunities

- In agenda for change identify top 2 priorities to move program forward using health care reform funding

- Baseline study/survey of what the aging population looks like (demographics) and their needs

Threats

- Use listed weaknesses to prioritize resources dedicated to identifying and submitting/preparing proposals to new funding sources

Example SWOT for Stakeholders

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none">• Board of Health's support for Public Health• Strong public health system• Strong partnerships/relationships	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none">• Partners inability to participate due to reduced funding• Each community segment doing its own thing
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">• More engagement with non-traditional partners (planners, transportation, etc.)• Build partnerships to get more done• Learning from successful partnerships	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none">• Less priority in Public Health during economic stresses• Competition for limited resources

Example Action Items, Stakeholders

Strengths

Strengthen relationships with partners by actively engaging them in development of the CHIP (outcome = strengthen public health system)

Weaknesses

Fully implement the agency on-line meeting system to increase opportunities for partners to participate

Opportunities

Map the environment to include identifying new and different partners and actively engage them

Threats

Identify an issue that crosses multiple disciplines and develop a workgroup with cross-discipline members to address, capture and share best practices

Incentivize cross-discipline activity

Example SWOT for Internal Capability

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none">• Passion for public health• Highly skilled & experienced staff• Responsiveness and conscientious (e.g., audit findings)	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none">• Data collection & analysis skills• Staff morale due to budget reductions• Lack of clear priorities• Training – lack of?• Duplicative processes• Tradition of being program centric in many areas (silos)
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">• Fresh perspectives with new staff (and new skills)• QI approach to improve business processes• Succession planning• Consolidation/integration of health efforts	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none">• Expectation to do more with less• Apathy• Aging work force• Tough attitude toward public employees

Example Action Items, Internal Capability

Strengths

Assure staff retention by providing appropriate recognition, awareness of benefits and opportunities for contributions.

Weaknesses

Identify clear priorities through the strategic plan and communicate them broadly throughout all levels of the agency.

Initiate a Quality Assurance process to identify duplicative processes and merge them into single improved process.

Opportunities

Develop mentoring program for young staff to prepare them to assume an increasing role in the public health system.

Threats

Establish lunch time support groups (self established and self regulated) for staff to seek out support and discuss issues impacting them.

Example SWOT for Technology

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none">• Data collection systems• Data integration started• Focus on business needs• Talented, experienced staff• Hardware adequacy• Public health video conference network	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none">• Not enough capacity/resources (and staff)• Some critical systems at end of life• Unclear strategic vision for agency technology• Resources - \$• Multiplicity of systems• Behind the times• Skill levels vary across agency
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">• Health Information exchange• Integration of systems (multi-purpose)• Systems approach• New federal initiatives and money (HIE, meaningful use)	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none">• Unstable funding for some critical systems• Too many individual systems or projects• Direction from outside the department may be at odds with our needs

Example Action Items, Technology

Strengths

Continue and sustain data integration efforts

Weaknesses

Modernize our approach to technology and keep current -
“catch up and keep up”

Opportunities

Identify and aggressively pursue federal funding and
initiatives

Threats

Get and keep us at the IT leadership table to influence future
direction and manage mandates

Example SWOT, Legal/Regulatory

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none">• Systems to stay informed of regulations, laws (federal and state)• Robust regulatory system/processes (e.g., rules, procedures)• Solid relationships with regulated partners• Well established processes	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none">• Many different regulations• Makes us a political target• Risk adverse
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">• More understanding of public health at legislature• System improvements: public records QI• Building relationships at deeper levels	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none">• Regulatory barriers at legislative level• Economic cycles and deregulation• Legal compliance and claims• Economic conditions driving anti-regulatory attitudes

Example Action Items, Legal/Regulatory

Strengths

Maintain a robust regulatory system with effective methods to implement policy and continue to support existing culture of working well with regulated industries and partners

Weaknesses

Take initiative to address priority public health issues after consideration of potential risks

Opportunities:

Proactively pursue a plan to engage policy makers on key public health issues.

Threats

Improve our ability to identify and communicate cost and benefits of public health activities

Let's Discuss!

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Questions or suggestions about assessments in strategic planning?

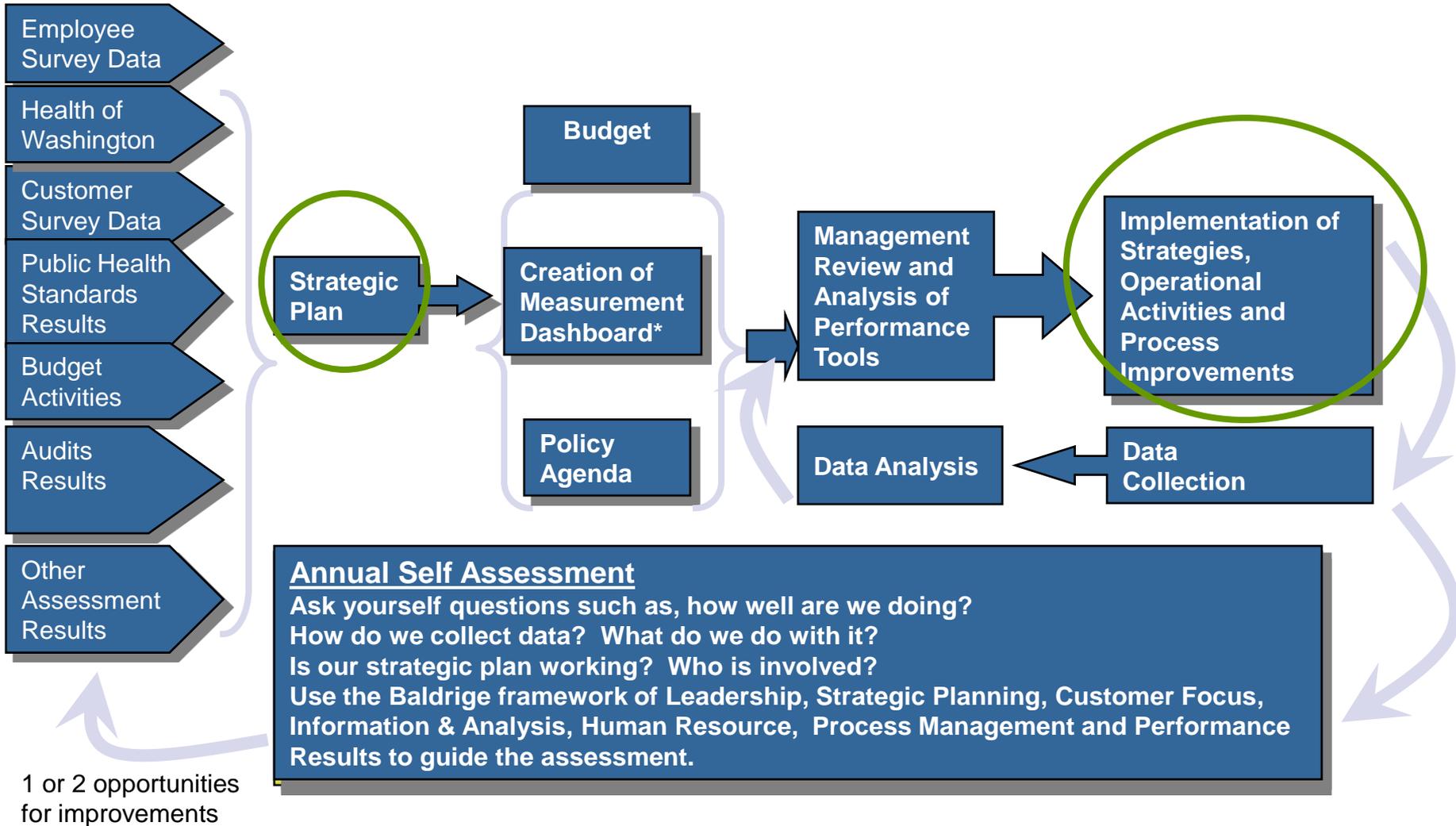


Baseline

Why create a baseline?

- Puts everything about the organization into a single context for comparability and planning
- Descriptive about the organization as well as the overall environment
- Include information about relationships – customers, suppliers, partners . . .

They Are All Linked



1. Operating Environment

- Products and Services – Suppliers, Delivery Channels, Contracts, Arrangements . . .
- Organizational Culture – Barriers, Leadership, Communication, Cohesiveness . . .
- Workforce Productivity – Skill levels, Diversity, Contractors, Aging Workforce . . .
- Infrastructure – Systems, Technology, Facilities. . .
- Regulatory – Product / Service Regulation, ISO Quality Standards, Safety, Environmental . . .

2. Business Relationships

- Organizational Structure – Business Units, Functions, Board, Management Layers . . .
- Customer Relationships – Requirements, Satisfaction, Loyalty, Expectations . . .
- Value Chain – Relationships between everyone in the value chain . . .
- Partner Relationships – Alliances, Long-term Suppliers, Customer Partnerships . . .

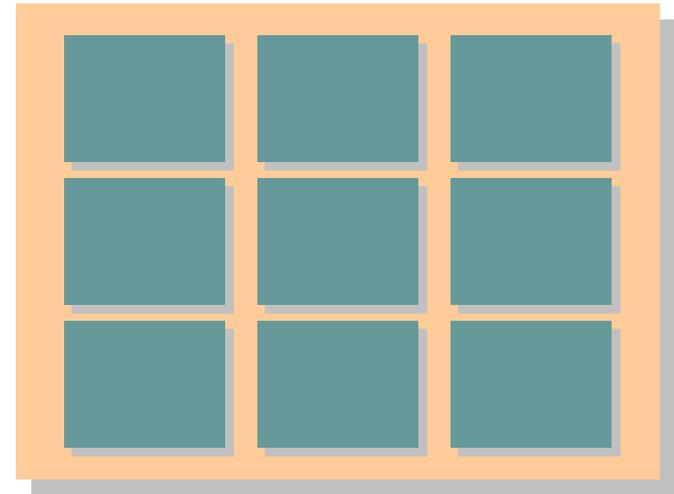
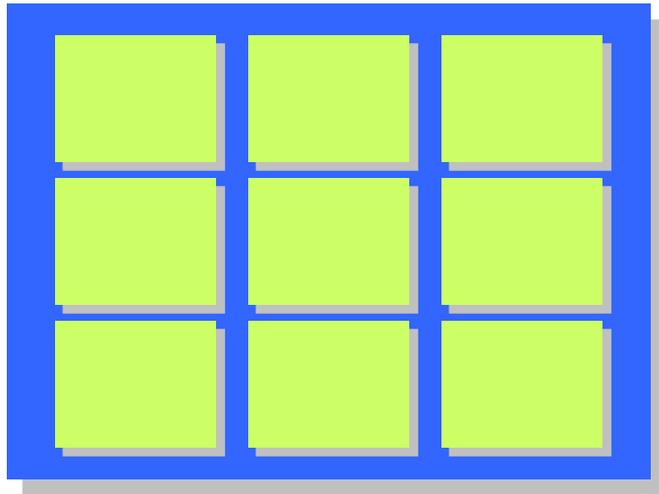
3. Key Performance Categories

- Customer
- Products and Services
- Financial
- Human Capital
- Operational
- External (Regulatory Compliance, Social Responsibility . . .)

Gap Analysis

Baseline

Challenges / SWOT



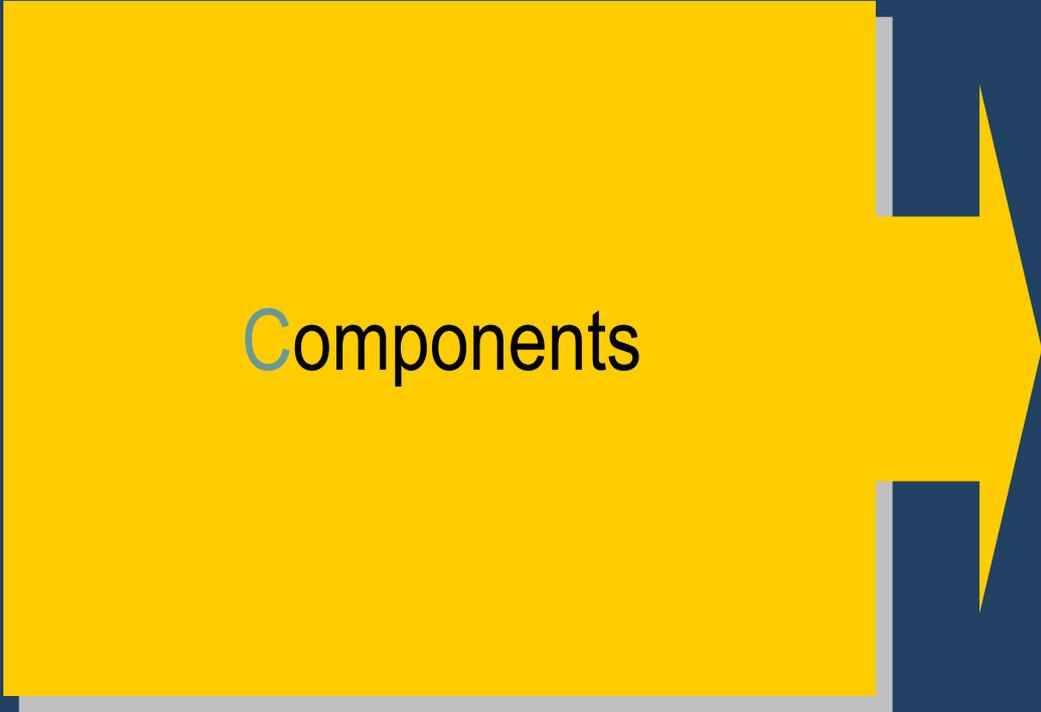
Gap = Basis for Long-Term Strategic Plan

Let's Discuss!

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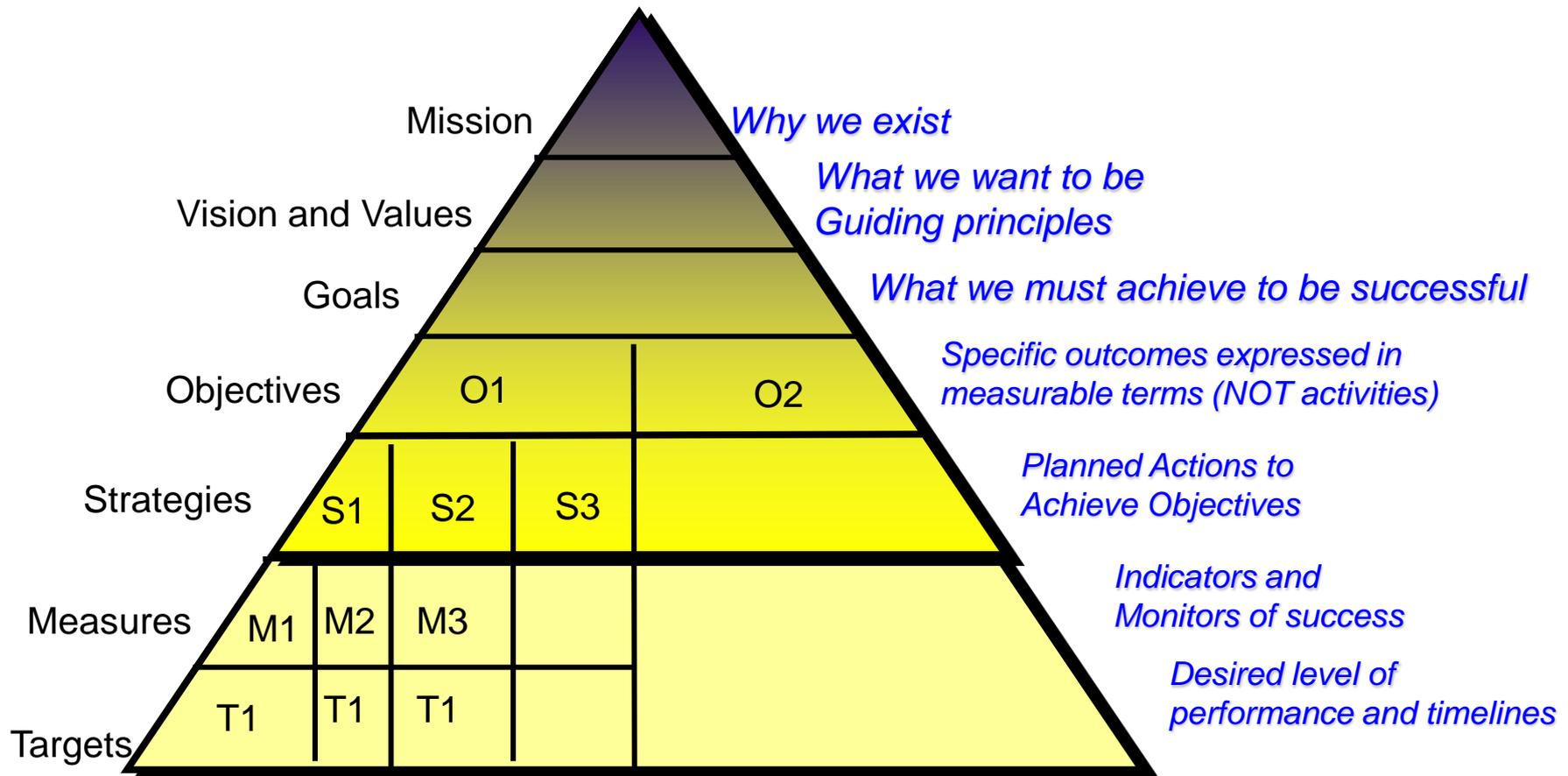


Questions or suggestions about the baseline in your strategic plan?



Components

Major Components of the Strategic Plan/Down to Action



Step 2 - Set or Review Organizational Direction

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

Mission Statement

- Captures the essence of why the organization exists – who we are, what we do
- Explains the basic needs that you fulfill
- Expresses the core values of the organization
- Should be brief and to the point
- Easy to understand
- If possible, convey the unique nature of your organization and the role it plays that differentiates it from others

Examples - Good and Bad Mission Statements

NASA

To Explore the Universe and Search for Life and to Inspire the Next Generation of Explorers

Does a good job of expressing the core values of the organization. Also conveys unique qualities about the organization.

Walt Disney

To Make People Happy

Too vague and unclear. Need more descriptive information about what makes the organization special.

Vision

- How the organization wants to be perceived in the future – what success looks like
- An expression of the desired end state
- Challenges everyone to reach for something significant – inspires a compelling future
- Provides a long-term focus for the entire organization

Examples of Vision Descriptors

- Adept
- Aggressive
- Agile
- Aligned
- Assertive
- Available
- Best-in-class
- Challenging
- Clear
- Competent
- Complex
- Compliant
- Conservative
- Coordinated
- Critical
- Direct
- Equal
- Disciplined
- Effective
- Efficient
- Enduring
- Expanding
- Expert
- Fast
- Fast-paced
- Financially-sound
- Focused
- Growth
- Healthy
- Improving
- Incentivized
- Increasing
- Informative
- Innovative
- Leading
- Logical
- Major
- Nimble
- Pioneering
- Protected
- Organized
- Over-Arching
- Quick
- Ready
- Responsive
- Savvy
- Simple
- Solid
- Solvent
- Stable
- State of the Art
- Strong
- Streamlined
- Sufficient
- Strategic
- Sustainable
- Timely
- Value-added
- Vigilant
- Visionary
- World-class

Guiding Principles and Values

- Provides an underlying framework for making decisions – part of the organization's culture.
- Values are often rooted in ethical themes, such as honesty, trust, integrity, respect, fairness.
- Values should be applicable across the entire organization.
- Values may be appropriate for certain best management practices – best in terms of quality, exceptional customer service, etc.

Guiding Principles and Values

We obey the law and do not compromise moral or ethical principles – ever!
We expect to be measured by what we do, as well as what we say.

We treat everyone with respect and appreciate individual differences.
We carefully consider the impact of business decisions on our people and we recognize exceptional contributions.

We are strategically entrepreneurial in the pursuit of excellence, encouraging original thought and its application, and willing to take risks based on sound business judgment.

We are committed to forging public and private partnerships that combine diverse strengths, skills and resources.

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 short term condition.
- **Strategies** – What are the steps to achieve your objectives?

Goals

- Describe a future end-state – desired outcome that is supportive of the mission and vision.
- Shape the way ahead in actionable terms.
- Best applied where there are clear choices about the future.
- Put strategic focus into the organization – specific ownership of the goal should be assigned to someone within the organization.
- May not work well where things are changing fast – goals tend to be long-term for environments that have limited choices about the future.

Developing Goals

- Cascade from the top of the Strategic Plan – Mission, Vision, Guiding Principles.
- Look at your strategic analysis – SWOT, Environmental Scan, Past Performance, Gaps . .
- Limit to a critical few – such as five to eight goals.
- Broad participation in the development of goals: Consensus from above – buy-in at the execution level.
- Should drive higher levels of performance and close a critical performance gap.

Examples of Goals

Reorganize the entire organization for better responsiveness to customers

We will partner with other businesses, industry leaders, and government agencies in order to better meet the needs of stakeholders across the entire value stream.

Manage our resources with fiscal responsibility and efficiency through a single comprehensive process that is aligned to our strategic plan.

Improve the quality and accuracy of service support information provided to our internal customers.

Establish a means by which our decision making process is market and customer focus.

Maintain and enhance the physical conditions of our public facilities.

Objectives

- Relevant - directly support a goal.
- Compel the organization into action.
- Specific enough so we can quantify and measure the results.
- Simple and easy to understand.
- Realistic and attainable.
- Convey responsibility and ownership.
- Acceptable to those who must execute.
- May need several objectives to meet a goal.

Goals vs. Objectives

<u>GOAL</u>	<u>OBJECTIVE</u>
Very short statement, few words	Longer statement, more descriptive
Broad in scope	Narrow in scope
Directly relates to the Mission Statement	Indirectly relates to the Mission Statement
Covers long time period (such as 10 years)	Covers short time period (such 1 year budget cycle)

Examples of Objectives

Develop a customer intelligence database system to capture and analyze patterns in purchasing behavior across our product line.

Launch at least three value stream pilot projects to kick-off our transformation to a leaner organization.

Centralize the procurement process for improvements in enterprise-wide purchasing power.

Consolidate payable processing through a P-Card System over the next two years.

Monitor and address employee morale issues through an annual employee satisfaction survey across all business functions.

Examples

Goal: Increase the awareness of the value and role of public health in our community

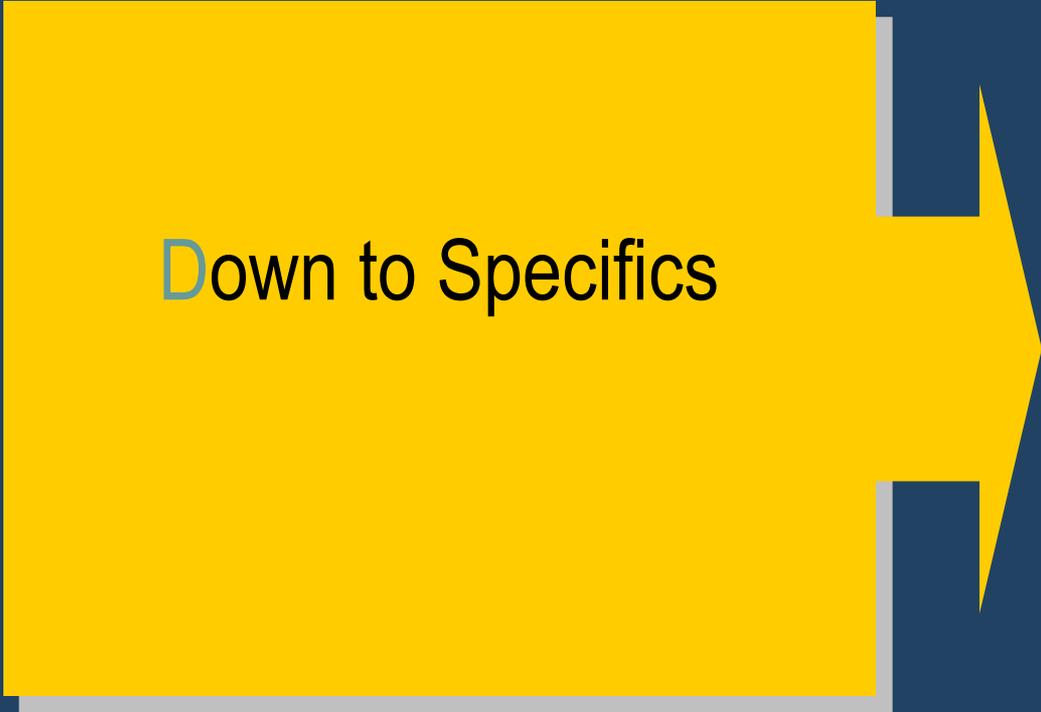
Objective: Develop a communication and outreach plan to educate and inform decision makers, legislators, and businesses of importance of public health.

Goal: Communicable diseases are prevented and their impacts are minimized

Objective: Pierce County residents are protected against vaccine preventable diseases.

Public Health Performance Management Centers for Excellence

DOH Measures		LHJ Measures		Exemplary Practices
Develop and Implement a Strategic Plan Standard 5.2 B: Develop and implement a health department organizational strategic plan.				
5.2.1 B	Conduct a strategic planning process	5.2.1 B	Conduct a strategic planning process	<ul style="list-style-type: none"> • 2009 Strategic Planning Process (Spokane) • 2010 Strategic Plan Augmentation Community-Based Planning Study (Cowlitz) • 2011 Strategic Plan (Kitsap) • 2011 Structure and Vocabulary – Strategic Plan Presentation (Kitsap)
5.2.2 B	Develop a strategic plan	5.2.2 B	Develop a strategic plan	<ul style="list-style-type: none"> • 2008-2009 Strategic/Work Plan (Lincoln) • 2009-2014 Strategic Plan Executive Summary (Spokane) • 2010 Strategic/Quality Improvement Plan (Asotin) • 2011-2014 Strategic Plan (Kittitas)
5.2.3 B	Implement the strategic plan	5.2.3 B	Implement the strategic plan	<ul style="list-style-type: none"> • 2009 Quality Improvement - Report on Performance Measures (Tacoma-Pierce) • 2011 State of the District (Snohomish)
5.2.4 B	Review and revise the strategic plan	5.2.4 B	Review and revise the strategic plan	<ul style="list-style-type: none"> • 2010 Strategic Planning (Tacoma-Pierce) • 2010-2014 Strategic Plan (Seattle & King County)



Down to Specifics

Step 4 - Develop Good Measures

Integrity – Complete, useful, inclusive of several types of measure, designed to measure the most important activities of the organization

Reliable – Consistent

Accurate – Correct

Timely – Available when needed: designed to use and report data in a usable timeframe

Examples of Measurements

- Average time to initiate customer contact => shorter time should lead to better customer service
- Average response time to incident => below average response times should lead to increased effectiveness in dealing with incident
- Facilities that meet facility quality A1 rating => should lead to improved operational readiness for meeting customer needs

Examples of Measurements (continued)

- Customer satisfaction rating
- Business Units met budgeted service hour targets
- Number of category C safety accidents at construction sites

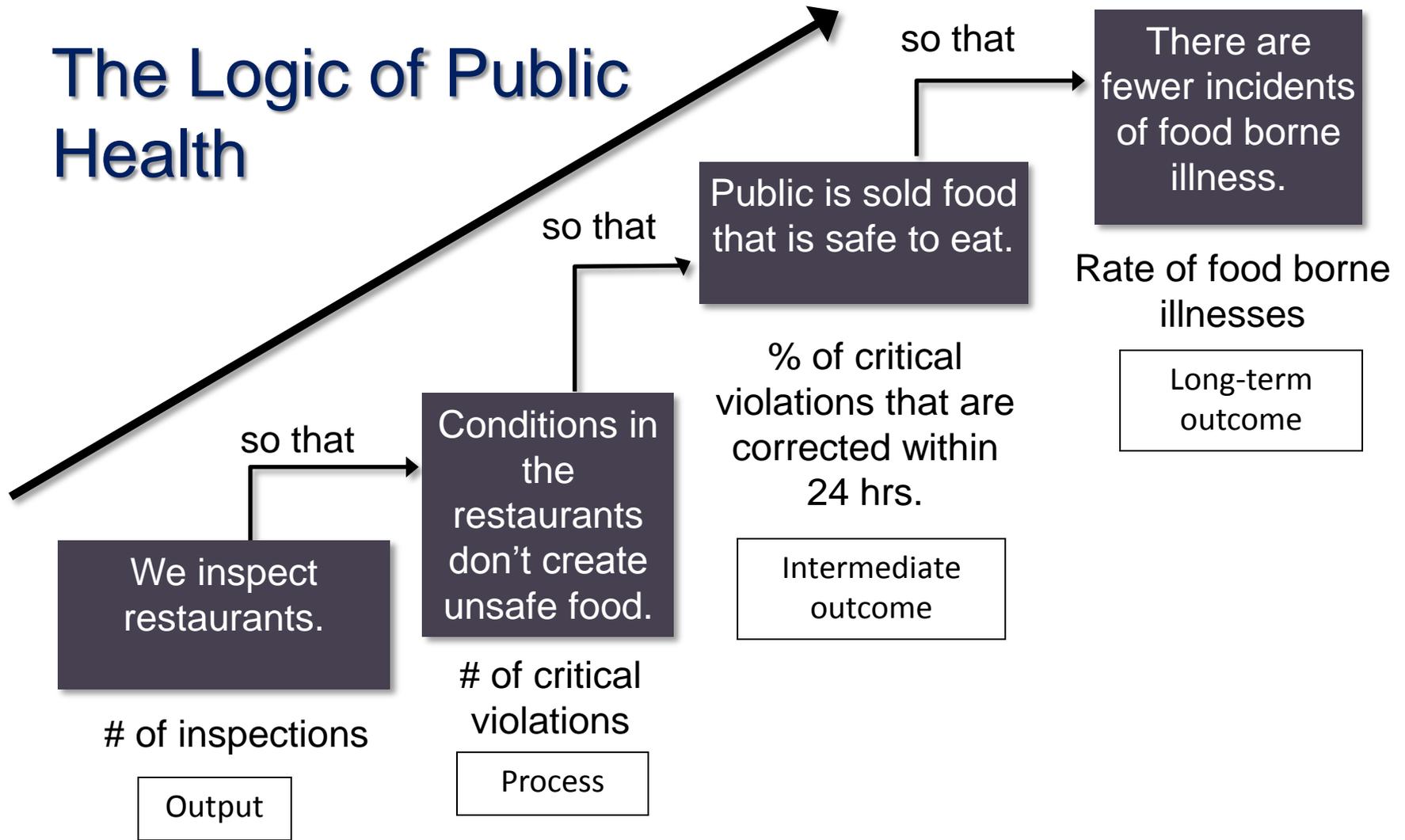
Targets

- For each measurement, you should have at least one target
- Targets should stretch the organization to higher levels of performance
- Incremental improvements over current performance can be used to establish your targets
- Targets put focus on your strategy
- When you reach your targets, you have successfully executed your strategy

Examples of Targets

Average Time to Process New Employee Setups in DB	65 days Year 2007	60 days Year 2008	55 days Year 2009
Utilization Rate for Rental Housing Units	90% for Year 2007	92% for Year 2008	95% for Year 2009
Toxic Sites meeting in-service compliance	55% for Year 2007	70% for Year 2008	95% for Year 2009
Personnel Fully Trained in Safety and Emergency	65% by 2 rd Quarter	75% by 3 th Quarter	90% by 4 th Quarter
Open Positions Filled after 30 day promotion period	75 positions Sept 2007	100 positions Jan 2008	135 positions July 2008
% Reduction in Orders Filled Short in 1 st Cycle	50% by Year 2008	65% by Year 2009	85% by Year 2010

The Logic of Public Health

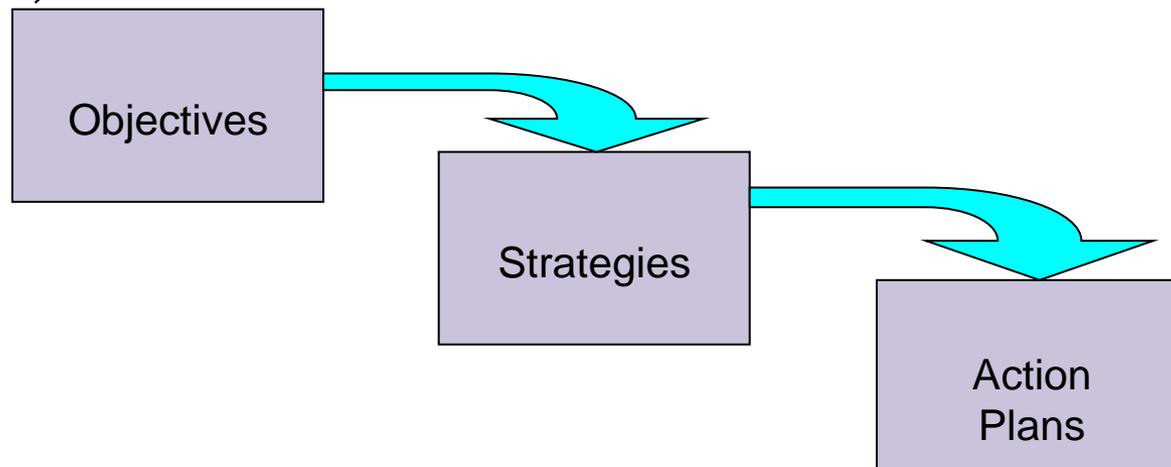


Measurement Template

(Insert organization name)	(Insert division name)	(Insert department name)	Risk Frame area objective supports	(Insert objective owner)	(Insert measurement owner)	(Insert reporting contact info)
Objective Description – description of objective purpose, in sufficient detail for personnel not familiar with the objective to understand its intent. Objective descriptions are typically two or three paragraphs long. This will appear in the pop-up window when you mouse over the objective in the Balanced Scorecard System.					References – source documentation for objective and objective description	
Comments – additional information about the objective not covered in above blocks, such as recommendations for further revision, additional organizations objective impacts, recommendations for coordination / alignment with other objectives, etc.						
Measure Name - The name exactly as you want it to appear in the Balanced Scorecard, including the measure number (i.e. Percent Employees Satisfied, etc.)	Measure Description – description of the measure, include its intent, data source, and organization responsible for providing measure data. This will appear in the pop-up window when you mouse over the measure in the Balanced Scorecard.			Measure Formula – formula used to calculate measure value (if any)	Data Source - The source of the data – manual, data spreadsheet, or database name and contact familiar with the data	
Measure Weight - the relative weight of the measure based on the impact it has on the overall objective. The total weights for all measures for an objective must add to 100				Measure Reporter – Person responsible for providing measure data. Include the name, organization and email.		
Target Maximum – Maximum expected value for the measure.			Effective Date – Date the target first becomes effective	Frequency – How often target data will be reported		Units – Units of measure
Target – Point where the measure goes from green to amber						
Target Minimum – Point where the measure goes from amber to red. The target minimum and target can not be the same value.				Scorecard Perspective Name		

Step 5 - Action Plans

- The Action Plan identifies the **specific steps** that will be taken to achieve the strategies and strategic objectives - where the rubber meets the road.
- Each strategy has a supporting Action Plan(s) attached to it.
- Action Plans are geared toward operations, procedures, and processes.
- They describe who does what, when it will be completed, and how the organization knows when steps are completed.
- Like strategies, Action Plans require the monitoring of progress on Objectives, for which measures are needed.



Characteristics of Action Plans

- Assign responsibility for the successful completion of the Action Plan. Who is responsible? What are the roles and responsibilities?
- Detail all required steps to achieve the strategy that the Action Plan is supporting. Where will the actions be taken?
- Establish a time frame for the completion each steps. When will we need to take these actions?
- Establish the resources required to complete the steps. How much will it take to execute these actions?
- Define the specific actions (steps) that must be taken to implement the strategy. Determine the deliverables (in measurable terms) that should result from completion of individual steps. Identify in-process measures to ensure the processes used to carry out the action are working as intended. Define the expected results and milestones of the action plan.
- Provide a brief status report on each step, whether completed or not. What communication process will we follow? How well are we doing in executing our action plan?
- Based on the above criteria, you should be able to clearly define your action plan. If you have several action plans, you may have to prioritize.

Action Plan Execution

- Requires that you have answered the Who, What, How, Where, and When questions related to the project or strategy that drives strategic execution
- **Coordinate** with lower level sections, administrative and operating personnel since they will execute the Action Plan in the form of specific work plans
- **Assign action** responsibility and set timelines – Develop working plans and schedules that have specific action steps
- Resource the project or strategy and document in the form of detail budgets (**may require reallocation prior to execution**)
- **Monitor** progress against milestones and measurements
- **Correct and revise action plan**: compare actual results against original action plan

Linking objectives to budget

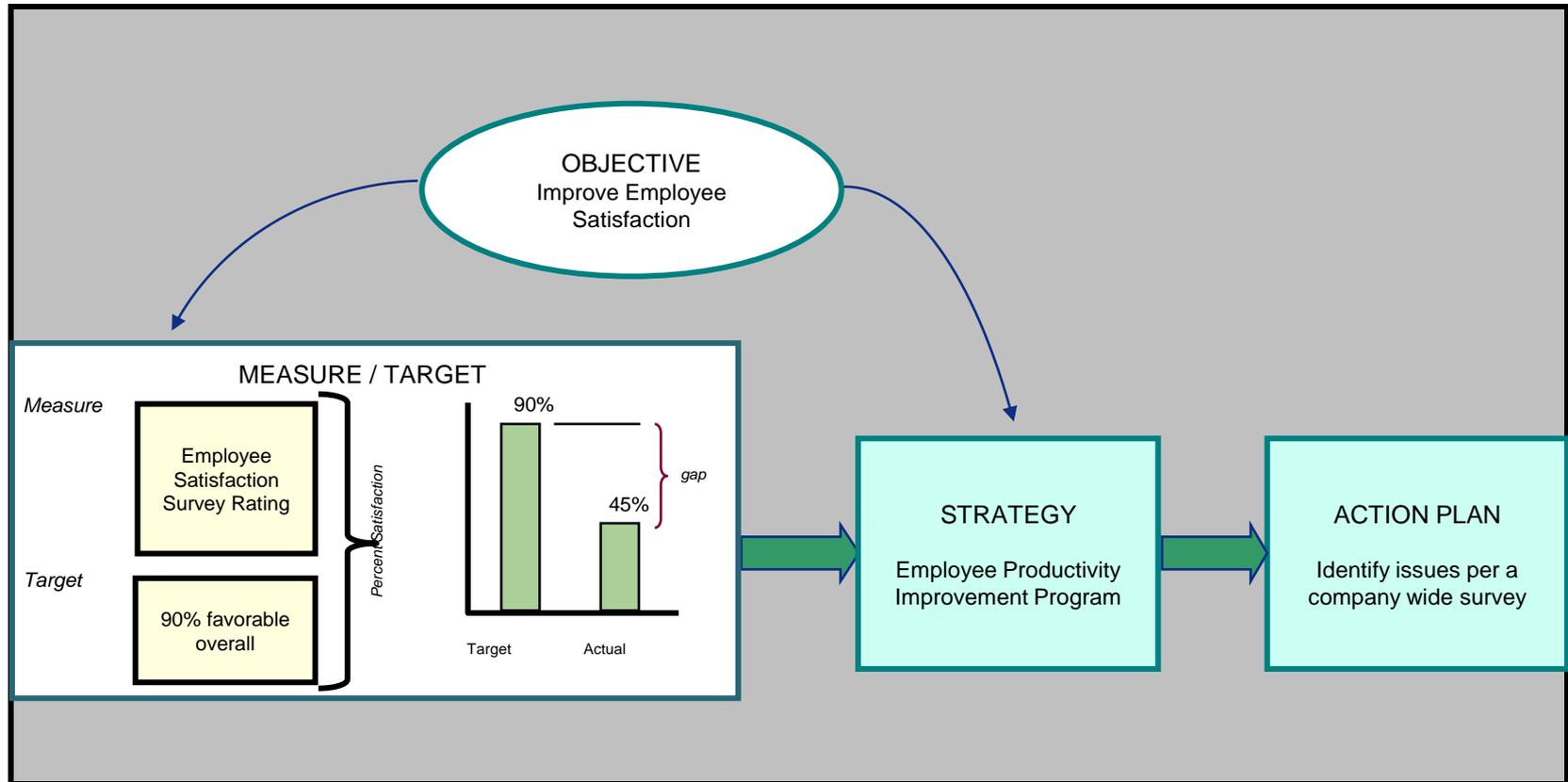
Every Action Plan should identify the following:

- The people resources needed to succeed
- The time resources needed to succeed
- The money resources needed to succeed
- The physical resources (facilities, technology, etc.) needed to succeed

Resource information is gathered by the objective owner and then provided to the Budget Coordinators for each Business Unit.

Resources identified for each Action Plan are used to establish the total cost of the strategic planning process.

Sanity Check . . .



Make sure everything is linked and connected for a tight end-to-end model for driving strategic execution.

Step 6 - Allocating Resources

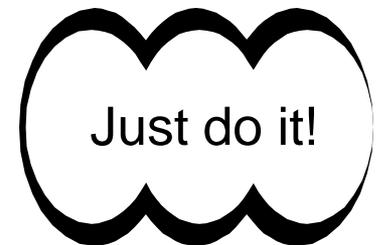
- The key to allocating resources is being realistic.

Ask:

- What are we currently doing that we should *continue* doing?
- What are we *not* doing that we *should* do?
- What are we currently doing that we *should not* do?

Step 7 - Communicate and Implement the Plan

- How are you going to share the strategic plan?
- Who will be your audience?
- What will be your approach?
- Target your audience.
- Develop your message.
- Anticipate opposition.
- Just do it! Don't be afraid to begin implementing your plan.





Evaluate

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

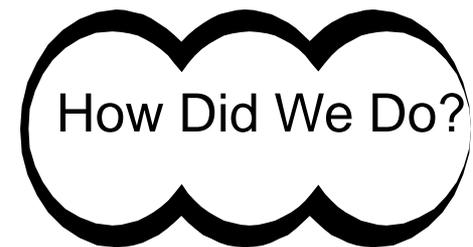


Performance Management

- Establish a regular review cycle of your objectives.
- Analyze and compare trends using graphs for rapid communication of performance.
- Don't be afraid to change your measures - life cycle (inputs to outputs to outcomes).
- Planning is very dynamic - must be flexible to change.
- Recognize and reward good performance results.
- Brainstorm and change - take corrective action on poor performance results.

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?



Some Final Thoughts

- Integrate all components from the top to the bottom: Mission > Vision > Values > Goals > Objectives > Strategies > Measures > Targets > Action Plans > Budgets.
- Get early wins to create some momentum
- Seek external expertise (where possible and permissible)
- Articulate your requirements to senior leadership at the outset if they are really serious about strategic execution

Public Health Performance Management Centers for Excellence

Strategic Planning Resources

- PHAB Standards at <http://www.phaboard.org/accreditation-process/public-health-department-standards-and-measures>
- Strategic Planning Guide from the Public Health Performance Management Centers for Excellence:
http://www.doh.wa.gov/PHIP/perfmgtcenters/modules/doc/02-14-11_07-Strat_Plan_Guide.pdf
- Handouts and tools from the Public Health Performance Management Centers for Excellence:
http://www.doh.wa.gov/PHIP/perfmgtcenters/modules/02-14-11_StratPlanning_Main.htm
- Balanced Scorecard resources: <http://www.balancedscorecard.org/>
- Washington State Dept. of Health's current strategic plan:
http://www.doh.wa.gov/strategic/DOH_2009-13_Strategic_Plan.pdf
- Washington's Public Health Standards Exemplary Practices:
<http://www.doh.wa.gov/PHIP/doc/phs/ep/compendium.pdf>

3/14/2012

Thanks for attending!
Please evaluate the training.

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July 18, 2012, 9 AM to 3:30 PM,

Tacoma-Pierce County Health Dept.

Preparing for National Public Health Accreditation

September 20, 2012, 9 AM to 3:30 PM,

Tacoma-Pierce County Health Dept.

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What Questions Have You Thought Of?