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

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

- **Ohio**
  - Morrow County Health Dept
  - Richland County Health Dept

- **Kentucky**
  - Pennyrile 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

- Internal Assessment
  - SWOT Analysis
  - Strategic Initiatives Matrix
  - Goals & Objectives Development
  - Strategic Plan

- External Assessment
- Stakeholder Analysis
  - Mandates
  - Mission
  - Vision
  - Values
- Stakeholder Analysis
<table>
<thead>
<tr>
<th>Getting Set up for Success</th>
<th>Defining <em>Who We Are</em></th>
<th>Defining Our Challenge</th>
<th>Setting Our Course</th>
<th>Putting the pieces together</th>
<th>Making it Happen</th>
<th>Keeping the Plan Relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase 1</strong></td>
<td><strong>Phase 2</strong></td>
<td><strong>Phase 3</strong></td>
<td><strong>Phase 4</strong></td>
<td><strong>Phase 5</strong></td>
<td><strong>Phase 6</strong></td>
<td><strong>Phase 7</strong></td>
</tr>
<tr>
<td><strong>Get Ready: Plan to Plan</strong></td>
<td><strong>Articulate Mission, Vision, Values</strong></td>
<td><strong>Assess situation</strong></td>
<td><strong>Agree on Strategic Priorities</strong></td>
<td><strong>Write the Plan, Document &amp; Commit</strong></td>
<td><strong>Implement the Plan</strong></td>
<td><strong>Evaluate and Monitor the Plan</strong></td>
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<tr>
<td>- Identify reasons for planning</td>
<td>- Create or revisit mission statement</td>
<td>- Summarize organization’s history and accomplishments</td>
<td>- Analyze &amp; make sense of the data collected</td>
<td>- Manage the transition; assess the changes required for success</td>
<td>- Evaluate the plan and the planning process</td>
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<tr>
<td>- Assess readiness</td>
<td>- Draft a vision statement (or revisit)</td>
<td>- Articulate previous and current strategies</td>
<td>- Assess program portfolio</td>
<td>- Develop long-range financial projections (budget)</td>
<td>- Monitor the strategic plan and revise as needed</td>
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<tr>
<td>- Identify specific issues or choices to be addressed</td>
<td>- Articulate or affirm the organization’s values, beliefs, guiding principles</td>
<td>- Gather information from internal &amp; external stakeholders</td>
<td>- Summarize future program portfolio</td>
<td>- Write the strategic plan</td>
<td>- Develop a communications plan</td>
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<tr>
<td>- Identify the info needed to inform the process</td>
<td>- Develop a plan for gathering info</td>
<td>- Articulate current programs, collect objective data</td>
<td>- Establish criteria for inclusion</td>
<td>- Adopt the strategic plan</td>
<td>- Develop a detailed operating plan</td>
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<tr>
<td>- Design a planning process for the org</td>
<td>- Develop a work plan</td>
<td>- Develop a SWOT analysis</td>
<td>- Agree on core future strategies</td>
<td>- Agree on administrative, financial &amp; governance priorities</td>
<td>- Develop a detailed work plan as part of the strategic plan</td>
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<tr>
<td>- Develop a work plan</td>
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**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]

**Product = Best practices for future planning, Mechanisms for monitoring, Measures/Scorecard, Milestones**

Adapted from Allison and Kaye, Compass Point Non-Profit Services

Kentucky & Appalachia Public Health Training Center, Ohio Public Health Training Center, and Kentucky Department for Public Health Center for Performance Management
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

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Ways to enhance the benefits</th>
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</table>
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?**
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?

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

- Internal Assessment
  - Mandates
  - Mission
  - Vision
  - Values
- SWOT Analysis
- Strategic Initiatives Matrix
- Goals & Objectives Development
- Strategic Plan

- External Assessment

Stakeholder Analysis
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

<table>
<thead>
<tr>
<th><strong>Strengths:</strong> (Internal)</th>
<th><strong>Weaknesses:</strong> (Internal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keys to past and future successes of the organization</td>
<td>Potential problem areas that impact success</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th><strong>Opportunities:</strong> (External)</th>
<th><strong>Threats:</strong> (External)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential areas for growth</td>
<td>Outside factors to be mitigated</td>
</tr>
<tr>
<td>- Partnerships</td>
<td>- Competitors</td>
</tr>
<tr>
<td>- Funding</td>
<td>- Future liabilities</td>
</tr>
<tr>
<td>- Trends</td>
<td>- Public’s perception</td>
</tr>
</tbody>
</table>
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

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

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

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