9th ANNUAL NATIONAL TRIBAL PUBLIC HEALTH SUMMIT!
Pre-Summit Institute

Session: Making Your Strategic Plan an Action and Results Driven Process

May 22, 2018
1pm

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**PHF Mission:**

We improve public health and population health practice to support healthier communities

[www.phf.org](http://www.phf.org)

*Experts in Quality Improvement, Performance Management, and Workforce Development*
Overview

1. Starting with the ultimate goal & mission of the organisation
2. Eventually aligning all business units, teams & individuals with strategy

Performance Management System
Views from Different Parts of the System

Altitude

30,000 ft.

SHA/CHA & Public Health Policy Priorities

20,000 ft.

Strategic Plan with Priority Change Goals

Operating Plan with Objectives, Performance Measures, Improvement Plans, & Initial Targets

Performance Budget with Negotiated Targets

Programs, Services, Projects & Initiatives, Performance Monitoring & Improvement

Vision & Mission

Tribal CHIP with Health Outcome Priorities

Performance measures & expectations provide a "line of sight" from the view on high to ground level.
Is this your strategic plan?
What is a Strategic Plan?

- Strategic planning is a disciplined, creative process for determining how to take your organization from where it is today to where you wish it to be in the future.

- Strategic planning is fundamentally a decision making process, based on asking questions, analyzing the range of answers, and choosing among them. Such as:

  - Where do we want to go?
  - How do we get there?
  - How will we monitor and measure results?
  - Where are we now?

- This process encompasses the entire spectrum of issues an organization faces, ranging from the big ones of who you are, what you do, and what your corporate values are to the smaller but equally important ones that connect the focus on the future with the work that must be performed soon to move the organization forward.
Why do a Strategic Plan?

» We are often so preoccupied with immediate issues that we lose sight of our ultimate objectives.

» That is why a business review or preparation of a strategic plan is a virtual necessity.

» A strategic plan may not be a recipe for success, but without it an organization is much more likely to fail.
Terminology

- The strategic plan should be visionary, conceptual, and directional.

- An operational plan is shorter term, tactical, focused, implementable, and measurable.

- As an example, compare the process of planning a vacation (where, when, duration, budget, who goes, how travel are all strategic issues) with the final preparations (tasks, deadlines, funding, weather, packing, transport, and so on are all operational matters).
Why is a Strategic Plan Important?

- PHAB
- Planning for the future
- Determining what services will be needed in the future
- Determining skills needed for the future
- Determining the resources and funding required in the future
Why do a Strategic Plan?

Elements Required by PHAB

- Planning Process to develop the organization’s strategic plan
  - Membership of the strategic planning group
  - Strategic planning process steps
- Strategic Plan Includes:
  - Mission, Vision, Guiding Principles/values
  - Strategic Priorities
  - Goals and Objectives with measurable and time-framed targets
  - Consideration of key support functions required for efficiency and effectiveness
  - Identification of external trends, events or factors that may impact community health or the health of the department
  - Assessment of the health department strengths and weaknesses
  - Link to the health improvement plan and quality improvement plan
10 Elements of a Good Strategy

- **Element #1: Critical Reflection** – SWOT Analysis
  - Where have we been?
  - Where are we now?
  - Where are we heading?
  - Where do we want to be?

- **Element #2: The Power of a Simple Message**
  - It is remembered

- **Element #3: Long/Short-Term Thinking** – Balance the forest and the trees
  - Balance long-term strategy and shorter-term tactics
  - Some people call this walking with one leg and running with the other
10 Elements of a Good Strategy

Element #4: Sense of Reality – Avoid fluff
- Do not outline completely unrealistic and unattainable objectives
- Develop stretch targets but they should still be realistic
- Make it crisp, concise, clear, direct, and specific

Element #5: Less is More – Focus on the critical few
- Focus on your organization’s core values

Element #6: Stakeholder Listening
- Do not develop the strategy in a vacuum
- Reflect the voices of all the key stakeholders of an organization – employees and the customers
- Coherent Alignment – the strategy should align and bind the whole organization together
- While each function or department will have to develop their own specific plans, these should receive inspiration, purpose, and direction from the main strategy
10 Elements of a Good Strategy

Element #7: Actionable Content
- The strategic plan should be detailed enough to either specifically outline actions required to meet the goals, or be able to lead directly to such actions.
- The action plans identified will likely be high-level and not necessarily answer the ‘hows’ but certainly describe the ‘whats’ that are needed to move the organization ahead.

Element #8: Energetic Deployment – A great strategy does not just remain stuck in a PowerPoint slide.
- Effectively and passionately deployed to every level of the organization.
- Every single part of the organization should be informed of and engaged in the strategic direction, and formulate their own specific plans in line with the greater goals.
10 Elements of a Good Strategy

Element #9: Regular Follow-Through
- Strategies are intended to be used, not mounted on a gilded frame to be admired from time to time
- Built-in Flexibility – plans should be written in soft clay rather than etched in hard stone
- Strong Governance & Discipline – Who will review the strategy, how frequently, and by which means?

Element #10: Living & Breathing the Strategy
- Leaders should be talking the ‘language’ of the strategy on a daily basis
- If the employees are talking about it frequently, this is when the plan has become institutionalized and permeates every level of the organization
Think Strategic and Act Operationally

- A satisfactory strategic plan must be realistic and attainable so as to allow leaders and managers to think strategically and act operationally.
An inventory of Strengths, Weaknesses, Opportunities, and Threats

An analysis to help you look critically at your organization

A tool to help produce a good fit between a company’s strengths and its opportunities
CHALLENGES AHEAD

AVOID

CONFRONT

SEEK HELP
Strengths and Weaknesses

Assess your strengths and weaknesses by answering these questions:

▷ What do we do best?

▷ What do we not do best?

▷ What are our Tribe’s resources – assets, intellectual property, and people?

▷ What are our Tribe’s capabilities?
Opportunities and Threats

Assess your opportunities and threats by answering these questions:

- What is happening externally that will affect our Tribe?
- What are the strengths and weaknesses of each competitor?
- What are the driving forces behind current trends?
- What are important and potentially important services?
- What is happening in the world that might affect our Tribe?
Insert your Health Department’s name and logo

**Insert VISION statement**

**Insert MISSION statement**

**Insert VALUES**

---

**Insert Strategic Priority 1**

1. **Objective 1.1**
   - Objectives should be **SMART**E:
     - Specific, Measurable, Achievable, Realistic, Time-Sensitive, and Equitable

2. **Objective 1.2**

3. **Objective 1.3**
   - Insert strategies to meet objectives

   **Metrics:** Insert what indicators will be used to measure progress.

---

**Strategic Priority 2**

1. **Objective 2.1**

2. **Objective 2.2**

3. **Objective 2.3**
   - Insert strategies to meet objectives

---

**Strategic Priority 3**

1. **Objective 3.1**

2. **Objective 3.2**

3. **Objective 3.3**
   - Insert strategies to meet objectives

   **Metrics:**

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**Strategic Priority 4**

1. **Objective 4.1**

2. **Objective 4.2**

3. **Objective 4.3**
   - Insert strategies to meet objectives

   **Metrics:**

---

**National Indian Health Board**
Eastern Band of Cherokee Indians
Public Health & Human Services (PHHS)
Strategic Planning Process

➤ EBCI
  ➤ North Carolina’s only federally recognized Tribe
  ➤ 16,000 members; 56,000 acres of Tribal lands in 6 counties in western NC
  ➤ 8 Governmental divisions; PHHS is largest with ~250 staff (including long-term care facility and Head Start/Early Head Start)
  ➤ PHHS Reorganization:
    ➤ 2014: Addition of full-spectrum Human Services Department
    ➤ 2017: Approval to create Tribal Public Health Department
Eastern Band of Cherokee Indians
Public Health & Human Services (PHHS)
Strategic Planning Process

- Definitely a process
- Strong leadership ↔ staff buy-in
- Inclusive process (iterative)

Facilitated

- 2 phases
- Mission/Vision/Values
- Current reality/SWOT
- Focus question
- Organizational vision
- Key strategic actions
- Central challenge
- Activities & coordination – MOVE DIRECTLY TO IMPLEMENTATION
- Build in calendar/follow-up
Blue bubbles = Vision Elements
White oval = Central Challenge for 2018-19
Purple bubbles (A-E) = Key Strategic Priorities
White boxes (1-5) = Strategic Objectives/Projects
Bottom bubbles = Cross-Cutting Foundational Principles

Key

Note:
- Living document – flexible
- Succinct and visual
- Team objectives map to implementation worksheets
- Acknowledgments: Clarion Group, Technology of Participation (ToP), Roger Schwarz
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<th>Strategic Direction:</th>
<th>Project Name (What):</th>
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<th>Expected Result(s):</th>
<th>Start Date:</th>
<th>End Date:</th>
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<th>Start</th>
<th>When</th>
<th>Stop</th>
<th>Where (if applicable)</th>
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<td>Strategic Direction Team &amp; Objectives (Projects)</td>
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<td>ACCOUNTABILITY</td>
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<td>IMPLEMENT RBA</td>
<td>Q1-Q4 2018</td>
<td>Sunshine, Mike Q</td>
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<td>Evaluate PHHS Program use of RBA</td>
<td>Q1-Q4 2018</td>
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<td>Conduct RBA training across PHHS</td>
<td>Q1-Q4 2018</td>
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<td>Assist Programs to develop RBA Plan</td>
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<td>Review Program data &amp; benchmarks</td>
<td>Q1-Q4 2018</td>
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<td>Create RBA plan Division-wide for 2019</td>
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<td>TRAIN OUR TEAMS</td>
<td>Q1-Q4 2019</td>
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<td>Happy, Healthy, Proficient Workforce Organizational Excellence  Proactive, Sustainable Stewardship</td>
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<td>Develop PHHS employee onboarding process</td>
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<td>Develop Workforce Training Plan</td>
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<td>Develop Employee Satisfaction Survey process</td>
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<td>Develop standardized staff recognition plan</td>
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<td>Implement P&amp;P database/archive</td>
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<td>Develop Division-wide SOPs/P&amp;Ps</td>
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<td>Update &amp; streamline policies</td>
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<td>DEVELOP A CULTURE OF QUALITY</td>
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<td>Perform Organizational Self-Assessment for PH accreditation</td>
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<td>Conduct organization-wide QI Readiness Assessment</td>
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<td>Train Managers and Supervisors on QI</td>
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<td>Develop QI work plan</td>
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<td>ENGAGE THE COMMUNITY</td>
<td>Q1-Q4 2019</td>
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<td>Purposeful Prevention Empowered Community Partnerships</td>
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<td>Obtain &amp; analyze THA results</td>
<td>Q1-Q4 2019</td>
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<td>Conduct community listening sessions</td>
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<td>Conduct youth town halls</td>
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<td>Develop Community Engagement Plan</td>
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## Terminology

- **Goals** – goals are broad based strategies needed to achieve your organization’s mission.

- **Objectives** – objectives are specific, measurable, action-oriented, realistic, and time bound strategies that achieve the organization’s goals and vision.

- **Tasks** – tasks are specific actionable events that are assigned to individuals/departments to achieve.

- All should be specific, measurable, attainable, realistic, and time bound.

- Can add an E to SMART for Equity.
Eastern Band of Cherokee Indians
Public Health and Human Services Division

Cultivate an integrated organization that fosters a culture of quality, nurtures a happy, healthy, proficient workforce and strives for community engagement and partnerships.

Key
Blue bubbles = Vision Elements
White oval = Central Challenge for 2018-19
Purple bubbles (A-E) = Strategic Priorities
White boxes (1-5) = Strategic Objectives or Projects
Bottom bubbles = Cross-Cutting Foundational Principles

1. Implement RBA
   - Evaluate PHHS Program use of RBA

2. Train Our Teams
   - Develop PHHS employee onboarding process

3. Streamline Policies & Processes
   - Implement P&P database/archive

4. Develop a Culture of Quality
   - Perform Organizational Self-Assessment for Public Health accreditation

5. Engage the Community
   - Obtain & analyze Tribal Health Assessment results

6. Foster Servant Leadership

7. Collaborate Locally, Regionally, Nationally, Federally, and Across Indian Country

P&P = Policy & Procedure
QI = Quality Improvement
RBA = Results-Based Accountability
SOP = Standard Operating Procedure
Communicate

- Communications Strategy – the development of a communications strategy is essential for the effective development and implementation of a strategic plan.

- In the communications strategy, you should determine who will be involved in the planning process, how they will be involved, and what is being communicated to whom on the staff.
Deployment

“If you watch your pennies, your dollars will take care of themselves – Ben Franklin
Deployment

- Implementation Strategy – once the plan has been outlined, a tactical strategy is built that prioritizes initiatives and aligns resources.

- The implementation strategy pulls all the plan pieces together to ensure collectively there are no missing pieces and that the plan is feasible.

- As a part of the implementation strategy, accountability measures are put in place to ensure implementation takes place.
Review and Renew

Make strategy a habit.

- Leadership devoted to the successful implementation of the strategy and plan is key.

- The plan needs to be supported with people, money, time, systems, and above all, communication.

- Communicate the plan to everyone in your organization. Hold a monthly or quarterly strategy meeting to report on the progress toward achieving the goal.

- Do not forget to take corrective actions when needed and adapt as the environment changes.
Monitoring of Strategic Plan

During implementation of a strategic plan, it is critical to monitor the success and challenges of planning assumptions and initiatives.

When evaluating the successes of a plan, you must look objectively at the measurement criteria defined in our goals and objectives.

It may be necessary to retool the plan and its assumptions if elements of the plan are off track.
Summary

- A strategic plan is a living document.

- It does not have to be perfect or 100 percent complete to start using your strategic plan.

- An organization without a plan is like a car without a steering wheel.

- A rough draft is better than no plan at all.
Plan
- Tribal CHIP (e.g., MAPP)
- Strategic Plans
- Operational Plans
- Financial Plans (Budget)

Do
- Program & Policy Implementation
- Operational QI

Act
- Performance-Based Decision Making
- Decisions on Changes to Improve Results

Check
- Performance Monitoring & Reporting for the Population & Organization (incl. SHA/CHA, MAPP)
- Analysis of Results

Engagement of:
- Leaders & managers
- Employees
- Partners
- Other stakeholders

Info Technology Backbone

Direction

Expectations

Information

Data
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Strengthening the Quality and Performance of Public Health Practice

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