

# 9<sup>th</sup> 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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John Moran, PhD

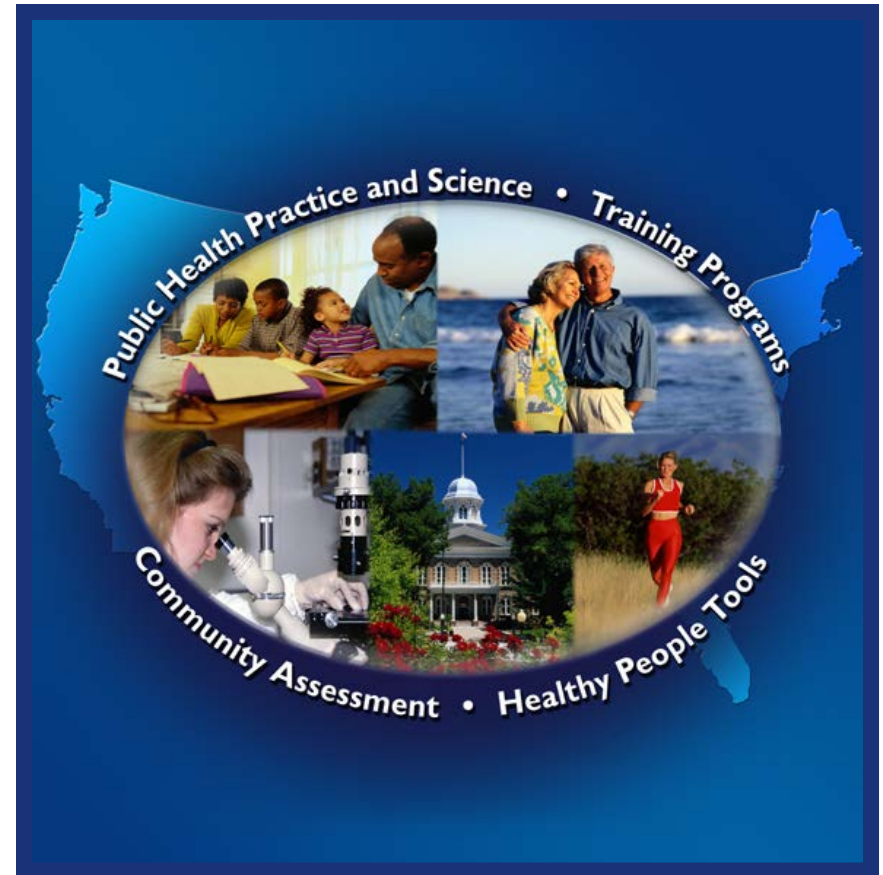
Martha Salyers, MD, MPH



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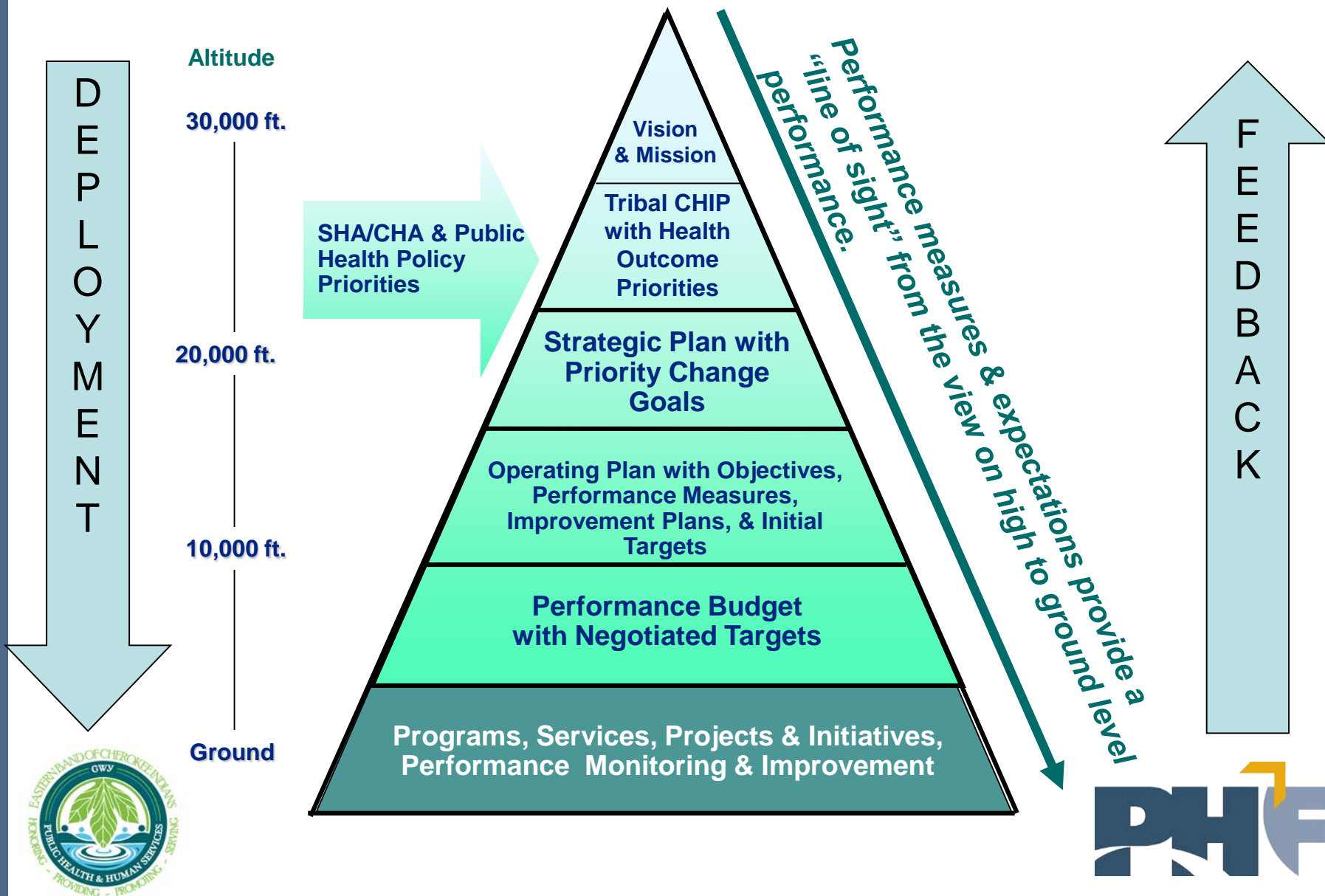
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# Overview



# Views from Different Parts of the System

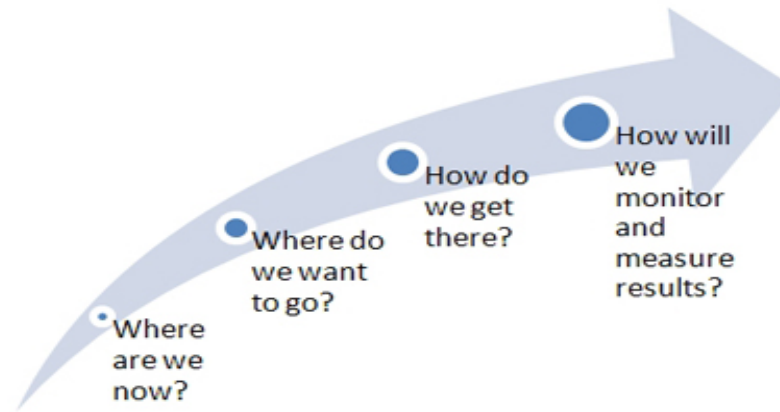


Is this your strategic plan?



# 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:



- 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

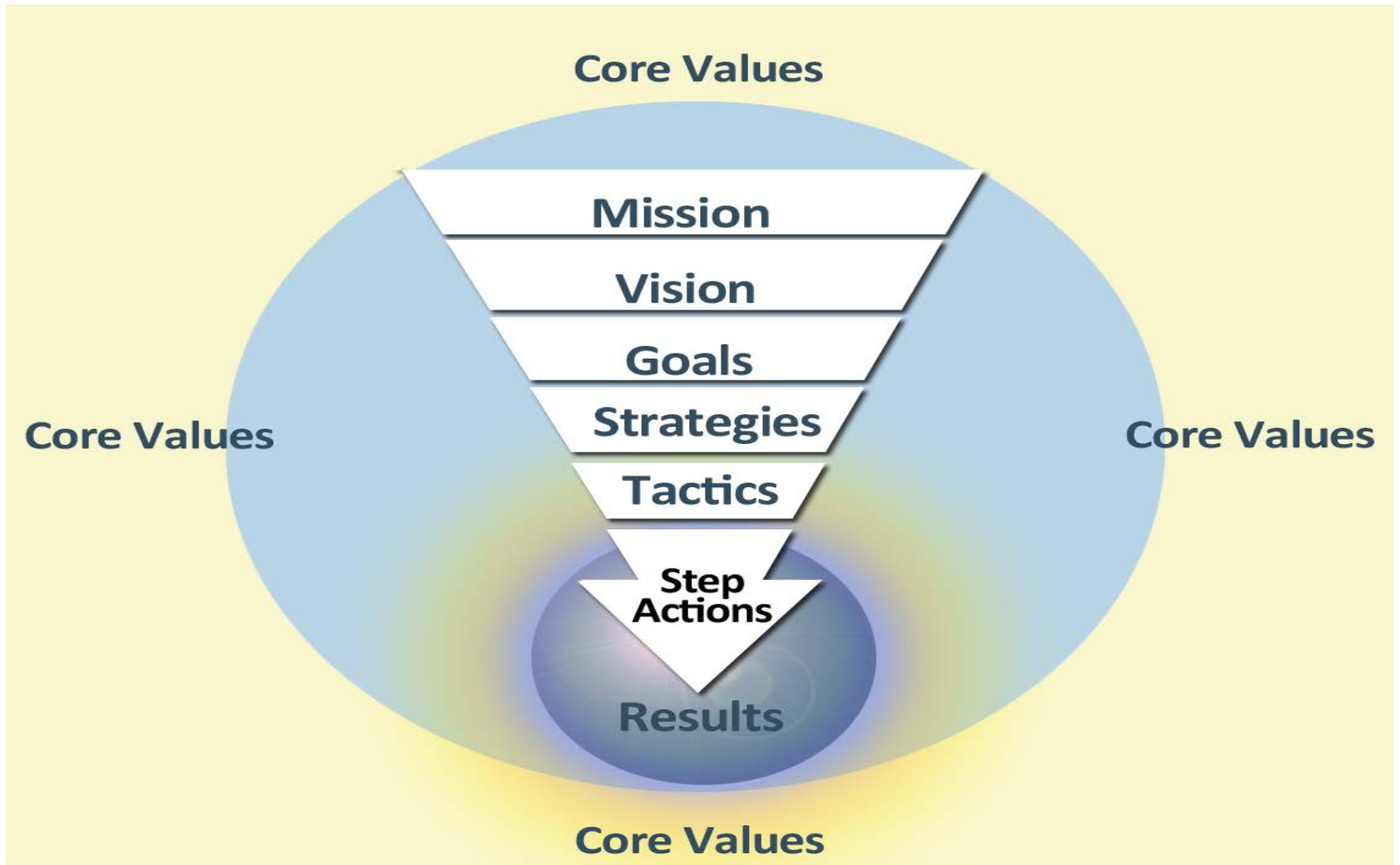
# Why do a Strategic Plan?

## 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

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# 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**

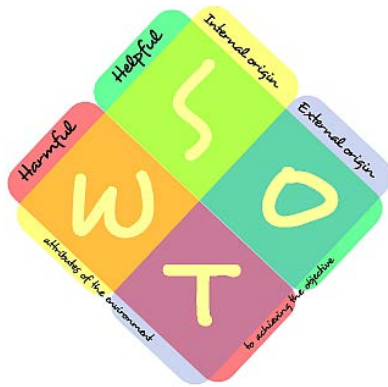
- Leaders should be talking the ‘language’ of the strategy on a daily basis
- If the employees are talking about it frequently, this is when the plan has become institutionalized and permeates every level of the organization



# Think Strategic and Act Operationally

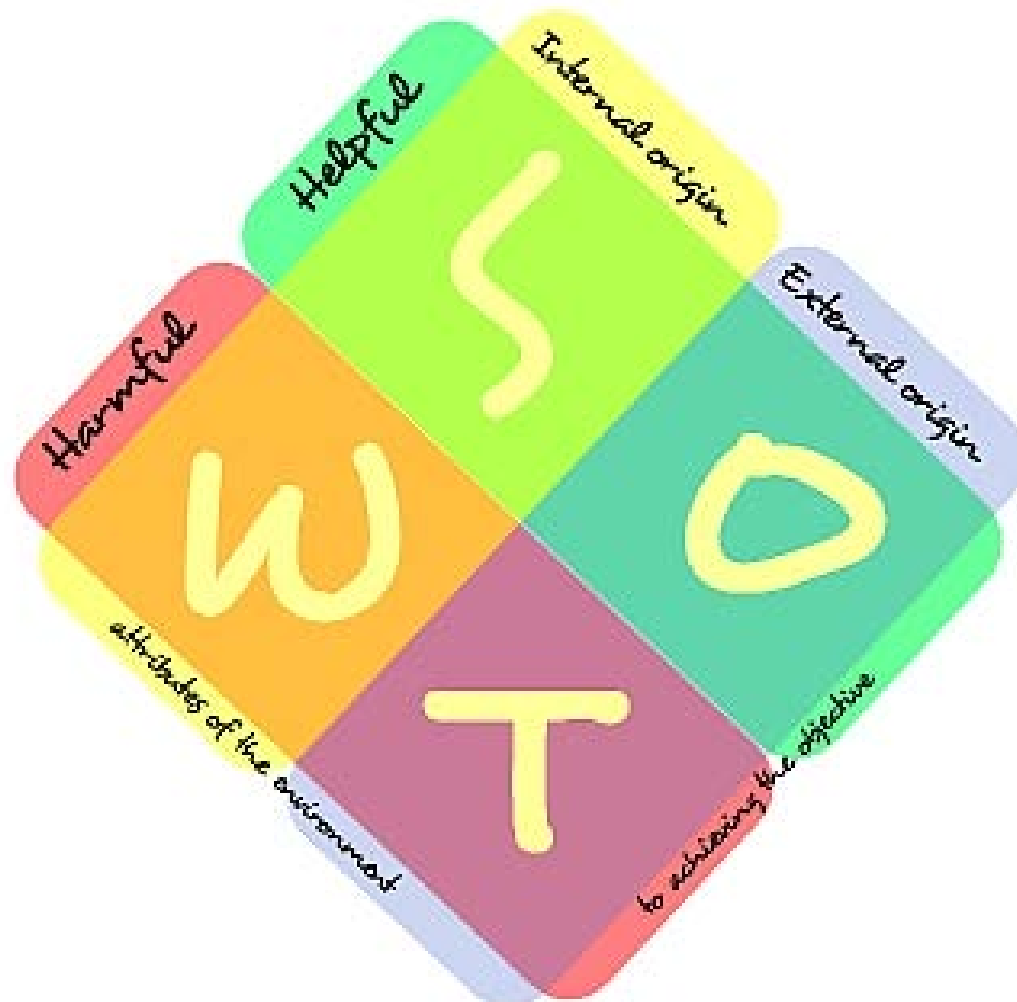
- A satisfactory strategic plan must be realistic and attainable so as to allow leaders and managers to think strategically and act operationally





- 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





# 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

Objective 1.1

Objectives should be **SMARTER**:  
Specific, Measureable, Achievable,  
Realistic, Time-Sensitive, and  
EQUITABLE

Objective 1.2

Objective 1.3

Insert strategies to meet objectives

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

### Strategic Priority 2

Objective 2.1

Objective 2.2

Objective 2.3

Insert strategies to meet objectives

Metrics

### Strategic Priority 3

Objective 3.1

Objective 3.2

Objective 3.3

Insert strategies to meet objectives

Metrics:

### Strategic Priority 4

Objective 4.1

Objective 4.2

Objective 4.3

Insert strategies to meet objectives

Metrics:

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# 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



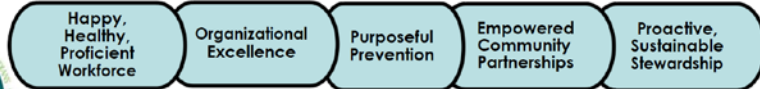
# Eastern Band of Cherokee Indians Public Health & Human Services (PHHS) Strategic Planning Process



- 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

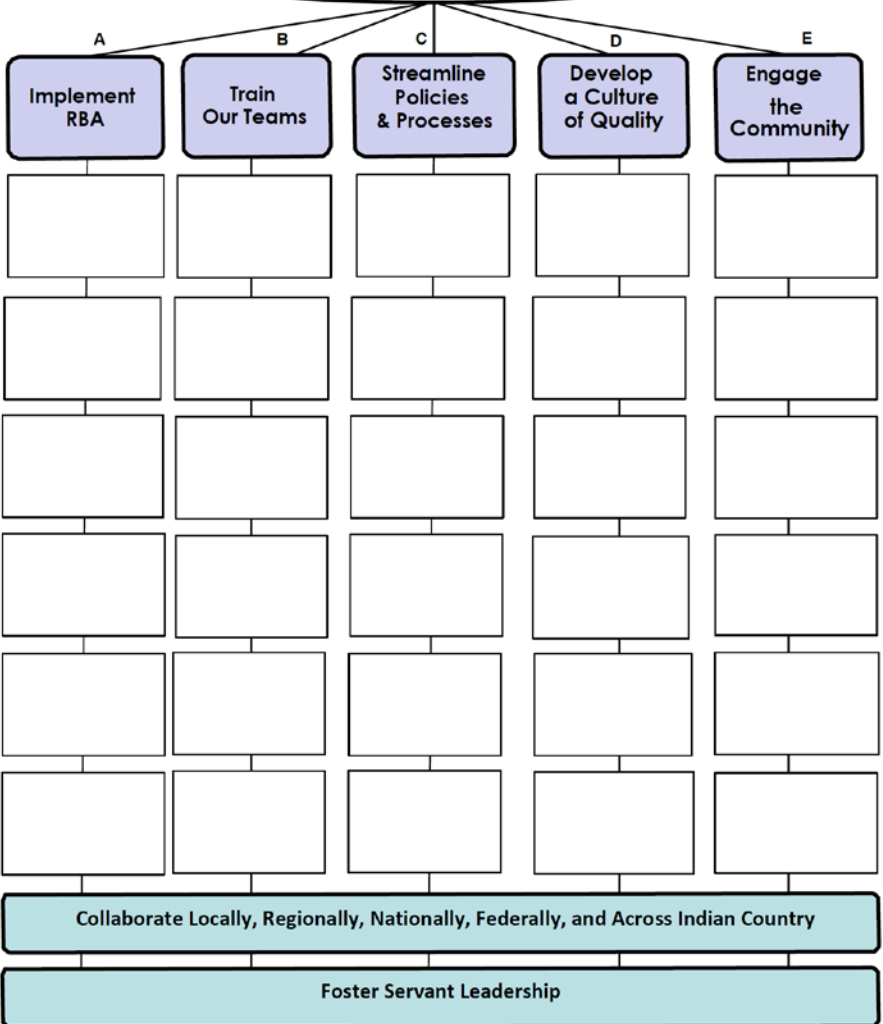


Eastern Band of Cherokee Indians  
Public Health and Human Services Division  
Strategic Map: Jan. 2018-Sept. 2019



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

12/4/17



# Eastern Band of Cherokee Indians: Strategic Planning Process



## Key

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

**Note:**

- Living document – flexible
- Succinct and visual
- Team objectives map to implementation worksheets
- Acknowledgments: Clarion Group, Technology of Participation (ToP), Roger Schwarz





### PHHS Strategic Planning Project Implementation Worksheet 2018-19



Strategic Direction: \_\_\_\_\_ Project Name (What): \_\_\_\_\_

Expected Result(s): \_\_\_\_\_ Start Date: \_\_\_\_\_  
 End Date: \_\_\_\_\_

Implementation Steps (How):	Who	When		Where (if applicable)
		Start	Stop	

Proposed Evaluation Measures: \_\_\_\_\_ Actual Evaluation Measures: \_\_\_\_\_

Coordinator: _____	Team _____	Collaborators/ Partners: _____	Budget Considerations: _____	Next Meeting Date(s): _____
Members: _____				



PHHS STRATEGIC PLANNING TIMELINE 2018

Strategic Direction Team Objectives (Projects) &	Month-Qtr-Yr															ACCOUNTABILITY	VISION ELEMENT(s)
	Q1			Q2			Q3			Q4			Q1 2019				
	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19		
<b>IMPLEMENT RBA</b>																Sunshine, Mike Q	Organizational Excellence Proactive, Sustainable Stewardship
Evaluate PHHS Program use of RBA																	
Conduct RBA training across PHHS																	
Assist Programs to develop RBA Plan																	
Review Program data & benchmarks																	
Create RBA plan Division-wide for 2019																	
<b>TRAIN OUR TEAMS</b>																Manuel	Happy, Healthy, Proficient Workforce Organizational Excellence Proactive, Sustainable Stewardship
Develop PHHS employee onboarding process																	
Develop Workforce Training Plan																	
Develop Employee Satisfaction Survey process																	
Develop standardized staff recognition plan																	
<b>STREAMLINE P&amp;Ps</b>																DJ, Michael S	Happy, Healthy, Proficient Workforce Organizational Excellence Proactive, Sustainable Stewardship
Implement P&P database/ archive																	
Train PHHS Programs on P&P development																	
Develop P&P approval process																	
Develop Division-wide SOPs/ P&Ps																	
Update & streamline policies																	
<b>DEVELOP A CULTURE OF QUALITY</b>																Dwayne	Organizational Excellence Proactive, Sustainable Stewardship
Perform Organizational Self-Assessment for PH accreditation																	
Conduct organization-wide QI Readiness Assessment																	
Train Managers and Supervisors on QI																	
Develop QI work plan																	
<b>ENGAGE THE COMMUNITY</b>																Radonna, Nev	Purposeful Prevention Empowered Community Partnerships
Obtain & analyze THA results																	
Conduct community listening sessions																	
Conduct youth town halls																	
Develop Community Engagement Plan																	

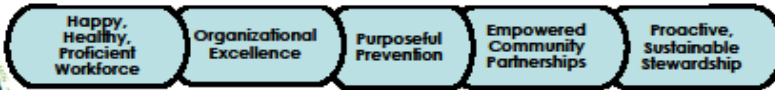


# Terminology

- 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.

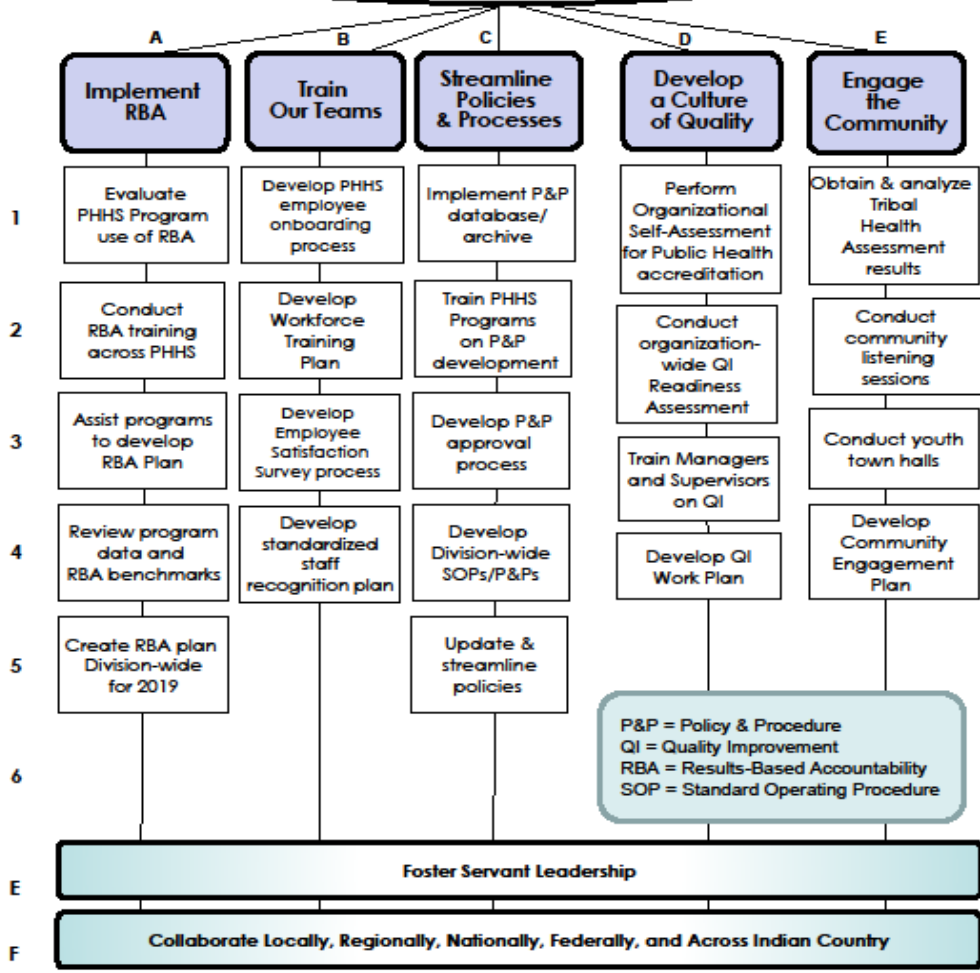


Eastern Band of Cherokee Indians  
Public Health and Human Services Division  
Strategic Map: Jan. 2018-Sept. 2019



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

1/22/18



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

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.**

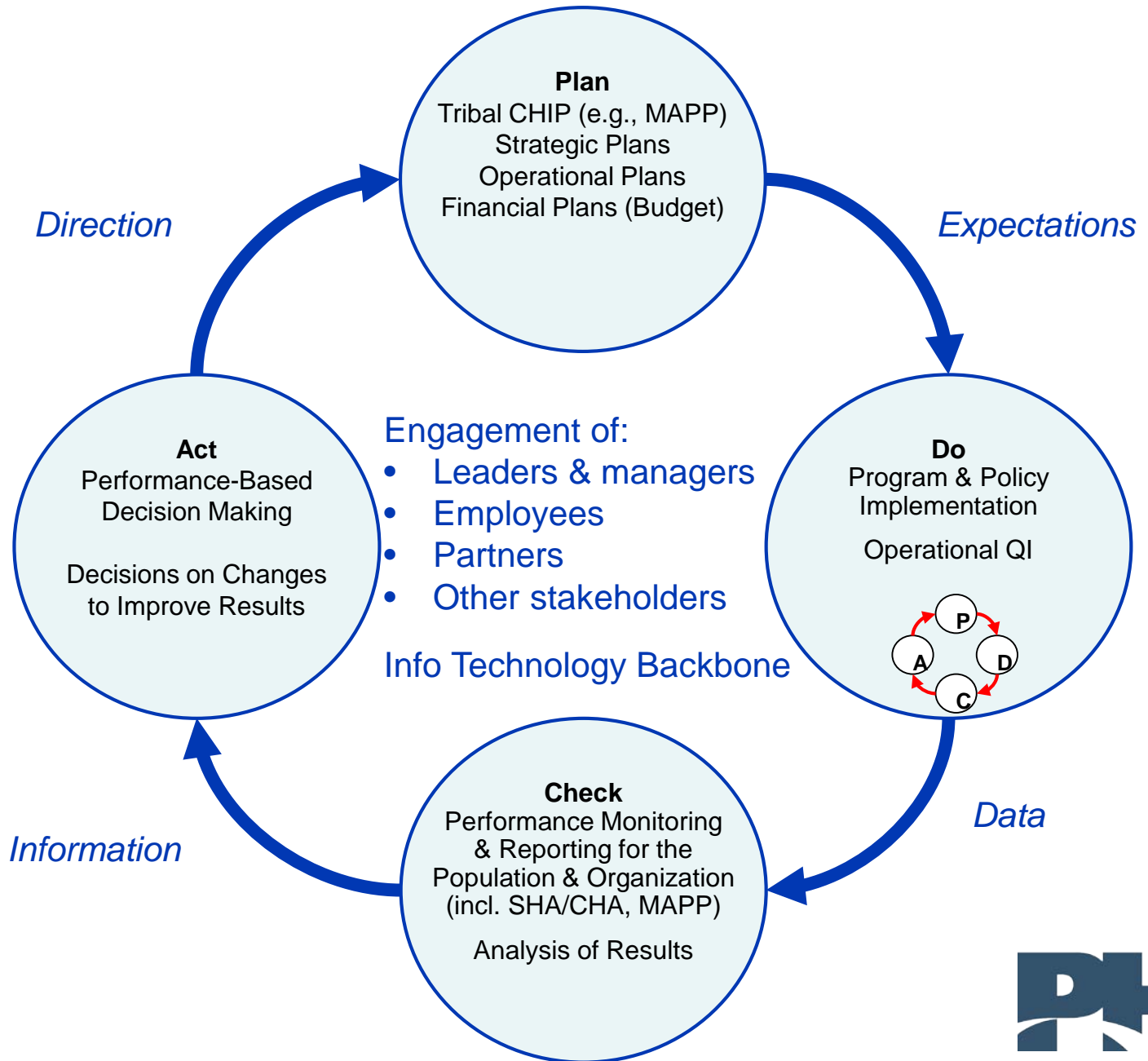
- Leadership devoted to the successful implementation of the strategy and plan is key.
- The plan needs to be supported with people, money, time, systems, and above all, communication.
- Communicate the plan to everyone in your organization. Hold a monthly or quarterly strategy meeting to report on the 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.



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