

Strategic Plans – The Engine of Performance Management

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Susan Ramsey

- ▶ More than 25 years in public service for the State of Washington retiring in 2013, served as the Director for the Office of Performance and Accountability with the Washington State Department of Health.
- ▶ Past co-chair for the Standards and Accreditation Workgroup for the Public Health Improvement Partnership in Washington State representing the state and 35 local health departments.
- ▶ National trainer and presenter for performance management, quality planning and improvement and accreditation in more than 10 states and for ASTHO, PHAB, NNPHI, and RWJF.
- ▶ PHAB site reviewer.
- ▶ Member of the PHAB Evaluation and Quality Improvement Committee.
- ▶ Washington State Reviewer and led the State Department of Health to become nationally accredited in 2013.
- ▶ Owner and Managing Consultant of Pearls of Wisdom Consulting, LLC based in Olympia, WA.



Marlene (Marni) Mason

More than 30 years in private healthcare and public health as clinician, manager and national performance management/quality improvement consultant

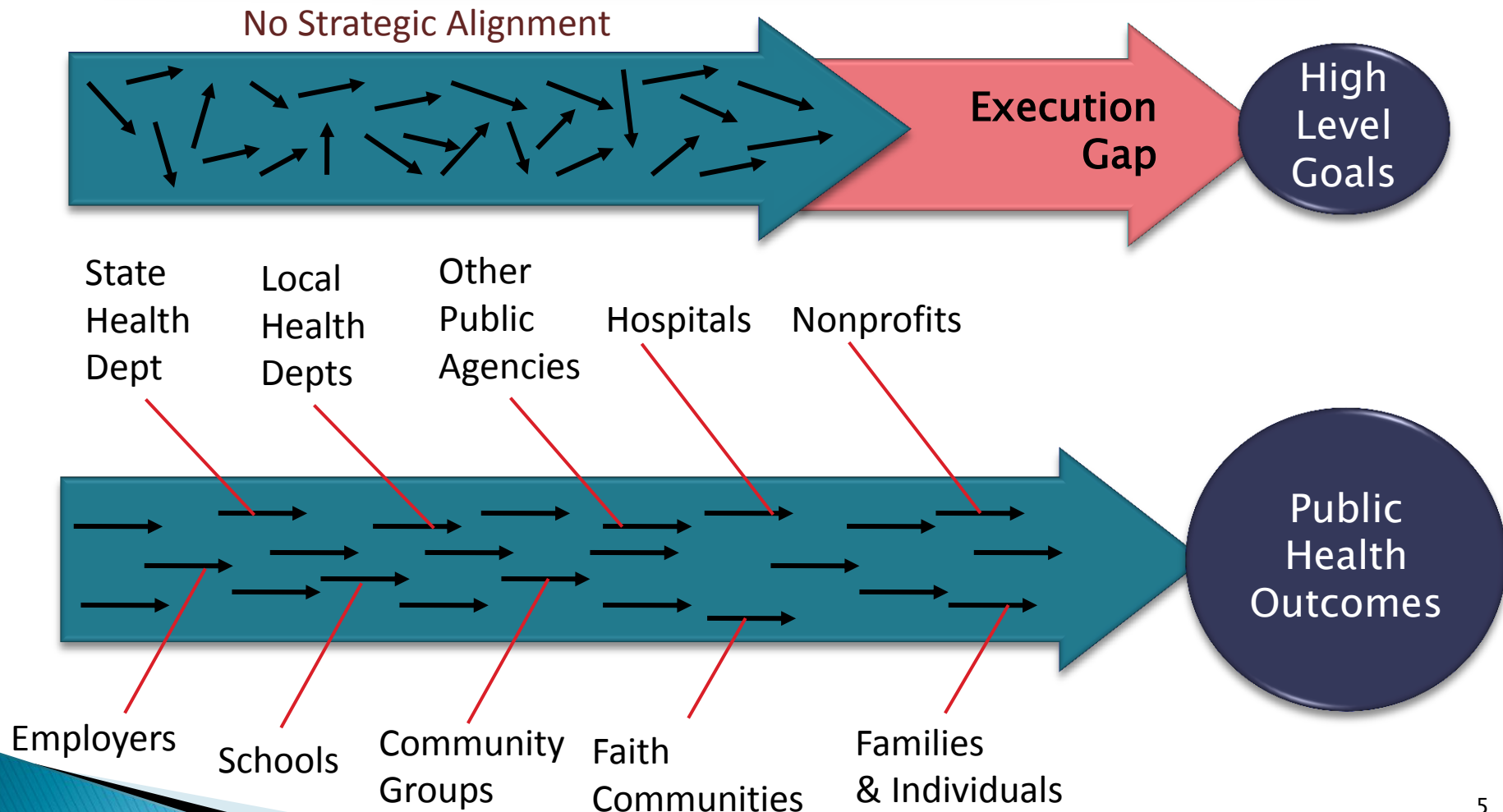
- ▶ Consultant for Public Health performance standards and improvement since 2000; NACCHO CHA/CHIP project (2011–12), ASTHO QI Demonstration project (2012–13), NNPHI COPPHI QI Coach (Phase I & II) and for all 3 Multistate Learning Collaboratives (2005–2011), including more than 80 QI teams.
- ▶ National trainer and presenter for QI and Accreditation in more than 20 states and for ASTHO, NACCHO, NIHB, NNPHI, and RWJF.
- ▶ Contributed to the Michigan QI Handbook, the 2009 ASQ Public Health QI Handbook, and authored numerous JPHMP articles including Jan/Feb 2012 *“Understanding and Controlling Variation in Public Health”*.
- ▶ Consultant for PHAB Standards Development and training of site reviewers (2008–2010).
- ▶ Surveyor for National Committee for Quality Assurance–NCQA (17 years) and Senior Examiner for WA state Quality Award (Baldrige Criteria for Performance Excellence– late 1990s)
- ▶ Owner and Managing Consultant of MarMason Consulting, LLC based in Seattle, WA

Why Performance Management?

“Now is the time for governmental leaders to ensure that the organizations they lead are taking responsibility for achieving results that matter to the public – by practicing performance management”.*

*Source: A Performance Management Framework for State and Local Government: From Measurement and Reporting to Management and Improving. National Performance. National Performance Management Advisory Commission 2010.

Power of Strategic Alignment



CHA, CHIP, Strategic Plan



(Adapted from MarMason Consulting LLC, 2012)

CHA, Strategic Plan, CHIP, and QI Plan



The Community Health Assessment informs all three plans.

(Adapted from MarMason Consulting LLC, 2012)

Effective Performance Management

- ▶ Establishing and implementing performance management systems helps:
 - Align agency plans to reduce duplication and increase efficiency and effectiveness.
 - Prioritize planning and improvement efforts.
 - Address specific PHAB Standards requirements Domain 9, Standard 9.1.
 - Demonstrate the results of Public Health programs and services through performance measurement and reporting.

6 Performance Management Principles*

1. Results focus permeates strategies, processes, organizational culture, and decisions.
2. Information, measures, goals, priorities, and activities are relevant and aligned to health improvement and strategic initiatives.
3. Information is transparent – easy to access, use, and understand.
4. Decisions and processes are driven by timely, accurate, and meaningful data.
5. Practices are sustainable over time and organizational changes.
6. Performance management is transformative to the agency, its management, and the policy-making process.

** Based on A Performance Management Framework from the National Performance Management Advisory Commission 2010*

Turning Point Performance Management Assessment Tool

- ▶ http://www.phf.org/focusareas/performancemanagement/Pages/Access_the_Performance_Management_Self_Assessment_Tool.aspx
- ▶ For each section, numerous questions serve as indicators of your Performance Management capacity.
- ▶ These questions cover critical elements of your Performance Management capacity such as visible leadership, having the necessary resources, skills, accountability, and communications to be effective in each component.

Section 1. Visible Leadership

Section I. Visible Leadership - Senior management commitment to a culture of quality that aligns performance management practices with the organizational mission, regularly takes into account customer feedback, and enables transparency about performance between leadership and staff.



	Never/ Almost Never	Some- times	Always/ Almost Always	Note details or comments mentioned during the assessment
1. Senior management demonstrates commitment to utilizing a performance management system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Senior management demonstrates commitment to a quality culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. Senior management leads the group (e.g., program, organization or system) to align performance management practices with the organizational mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Transparency exists between leadership and staff on communicating the value of the performance management system and how it is being used to improve effectiveness and efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Performance is actively managed in the following areas (check all that apply)				
A. Health Status (e.g., diabetes rates)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
B. Public Health Capacity (e.g., public health programs, staff, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
C. Workforce Development (e.g., training in core competencies)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
D. Data and Information Systems (e.g., injury report lag time, participation in intranet report system)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
E. Customer Focus and Satisfaction (e.g., use of customer/stakeholder feedback to make program decisions or system changes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
F. Financial Systems (e.g., frequency of financial reports, reports that categorize expenses by strategic priorities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
G. Management Practices (e.g., communication of vision to employees, projects completed on time)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
H. Service Delivery (e.g., clinic no-show rates)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
I. Other (Specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Overview of Strategic Planning

What is Strategic Planning?

Strategic Planning is:

- ▶ The process of taking facts and building plans to help us achieve our Vision.
- ▶ A long term look at the organization (2 years +).
- ▶ Creating measurable objectives, goals, targets and action plans.
- ▶ Involving the whole organization in the creation and achievement of our plans.
- ▶ Management review of our successes and failures.

Strategic Planning is NOT:

- ▶ A dusty old book on the shelf that says “Five Year Plan”.
- ▶ The best kept secret in the organization.
- ▶ A list of 157 unrelated things we ought to do.
- ▶ A waste of time.
- ▶ Something we’ll get around to some day.

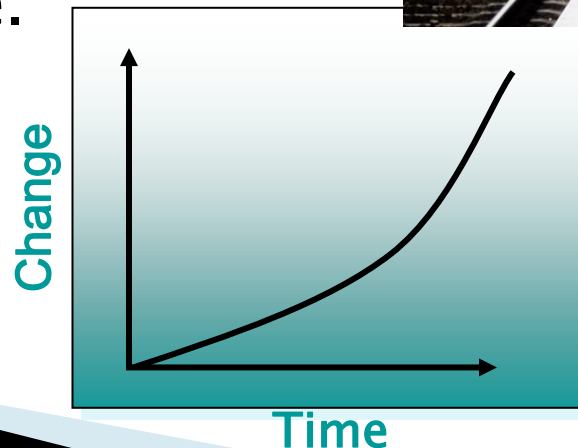
Are We Moving in The Right Direction?

- ▶ As an individual,
- ▶ As an employee,
- ▶ As a leader,
- ▶ And what is the right direction anyway?



Four Great Reasons to Plan

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

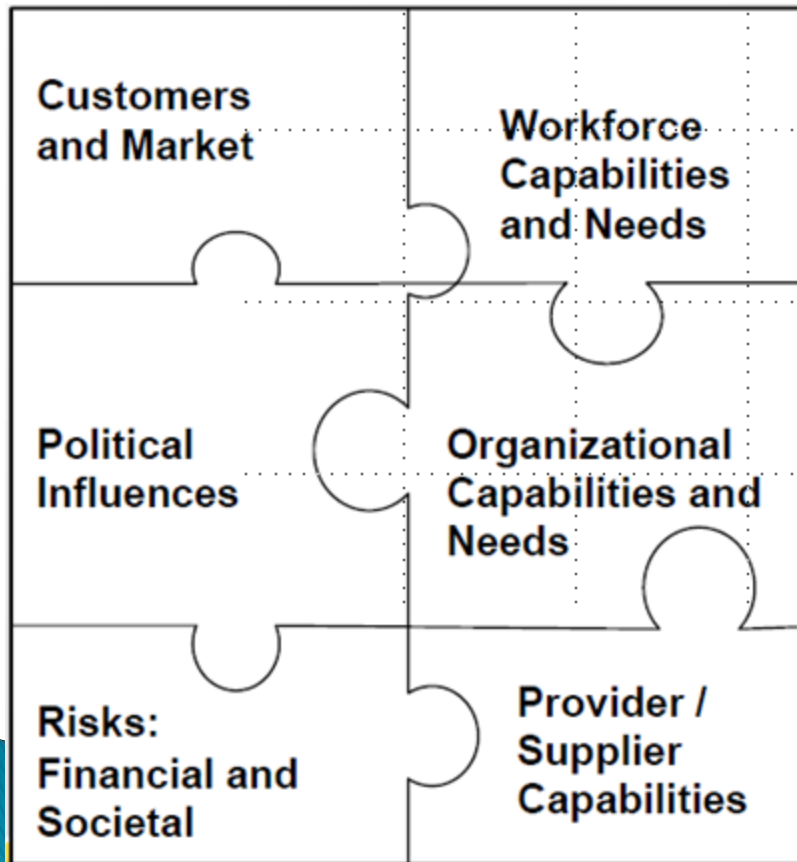


The pace of change is always increasing

How are we Going to Create a Strategic Plan?

Take facts describing current conditions and build measurable plans

Environmental Issues/
Opportunities



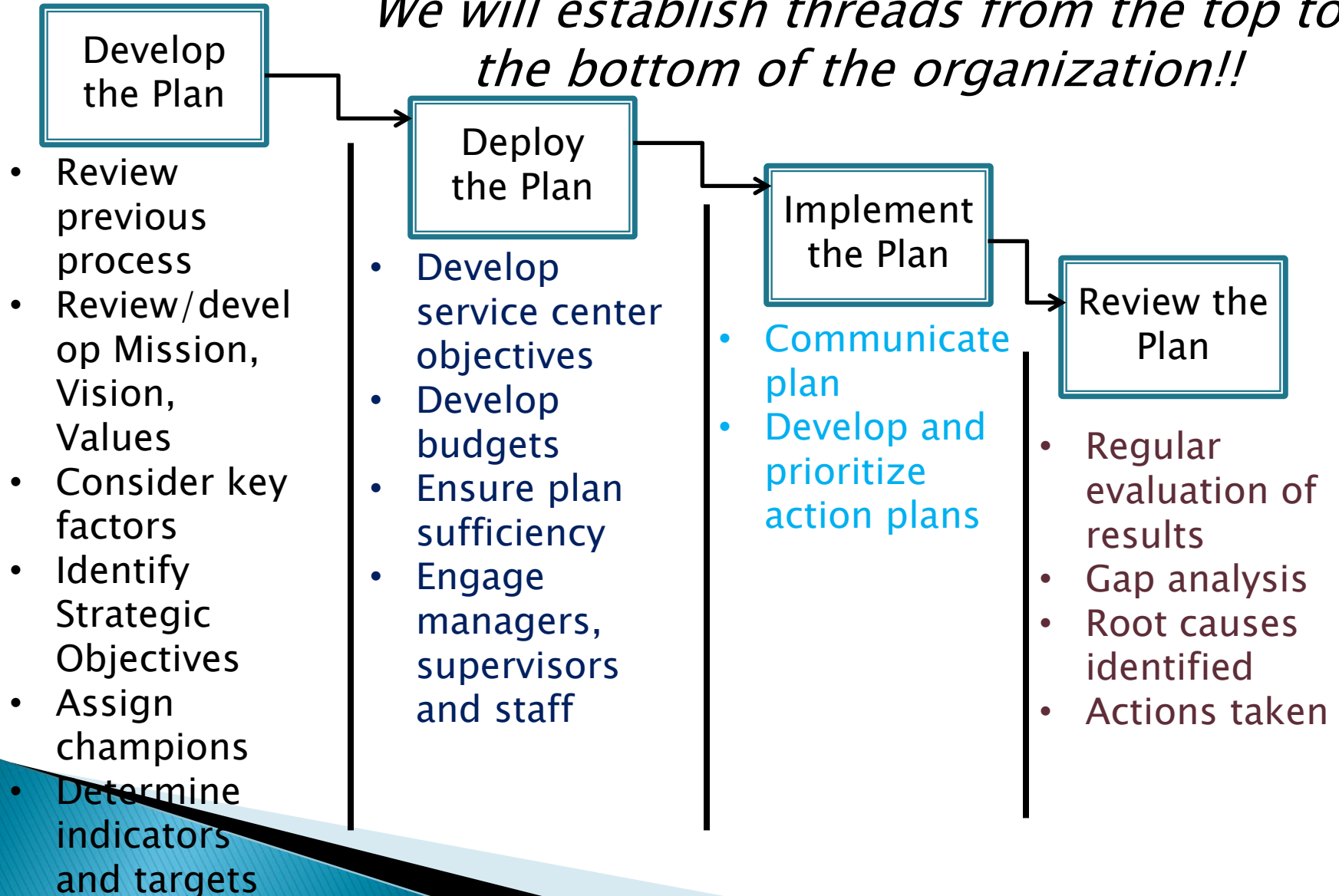
Strategic Issues

Balanced Scorecard

- 1.0 Health Prevention, Promotion, and Preparedness
- 2.0 Financial/and Business Excellence
- 3.0 Customer/Partner Excellence
- 4.0 Employee Excellence and Personal Responsibility

The Plan for the Plan

We will establish threads from the top to the bottom of the organization!!



10 Stations on the Journey

- Station 1: Conduct an Environmental Scan
- Station 2: Set/Review Organizational Direction
- Station 3: Develop/Revise Strategic Goals, Objectives, and Strategies
- Station 4: Develop/Revise Performance Measures
- Station 5: Develop/Revise Action Plans
- Station 6: Allocate Resources
- Station 7: Implement Action Plans
- Station 8: Track Progress on Actions
- Station 9: Modify Action Plan based on data
- Station 10: Evaluate Strategic Planning Process

PUBLIC HEALTH ACCREDITATION BOARD (PHAB)

STANDARD 1 (CHA)

STANDARD 5 (Strategic Plan, CHIP)

STANDARD 9 (Performance Management and QI Plan)

Connecting The Prerequisites For Accreditation

- ▶ The Community Health Assessment (CHA), Community Health Improvement Plan (CHIP), and Agency Strategic Plan are not three discrete or isolated processes but rather, they should all connect and inform one another.
- ▶ The CHIP is developed with the community and public health system partners. The CHIP is developed based on the CHA.
- ▶ The Agency Strategic Plan is developed with mostly internal stakeholders and key external stakeholders as needed for input into the process. Planning is similar to the CHIP and consideration of the CHA results and CHIP priorities are part of the process, the result of the strategic plan are priorities and direction for the health department.
- ▶ CHIP priorities that the health department plans to address with their work should be included in the health department strategic plan.

Strategic Plan – Standard 5.3

*Strategic planning is a process for defining and determining an organization's **roles, priorities, and direction** over three to five years. A strategic plan sets forth what an organization plans to achieve, how it will achieve it, and how it will know if it has achieved it. The strategic plan provides a guide for **making decisions** on allocating resources and on taking action to pursue strategies and priorities.*

Strategic Planning Process

Measure 5.3.1

MEASURE	PURPOSE	SIGNIFICANCE
Department strategic planning process	The purpose of this measure is to assess the health department's strategic planning process	A functional and useful organizational strategic plan requires that it be understood by staff and implemented by the health department. The development of such a plan requires a planning process that considers opinions and knowledge from across the health department, assesses the larger environment in which the health department operates, uses its organizational strengths and addresses its weaknesses, links to the health improvement plan that has been adopted by the community, and links to the health department's quality improvement plan.

Strategic Planning Process

Measure 5.3.1

REQUIRED DOCUMENTATION	NUMBER OF EXAMPLES	DATED WITHIN
<p>1. Use a planning process to develop the organization's strategic plan:</p> <ul style="list-style-type: none">a. Membership of the strategic planning group (with titles, various levels of staff, representatives of the governing entity)a. Strategic planning process steps (number of meetings, duration of the planning process, methods used for the review of major elements by stakeholders)	1 strategic planning process	5 years

Adopted Strategic Plan

Measure 5.3.2

MEASURE	PURPOSE	SIGNIFICANCE
Adopted department strategic plan	The purpose of this measure is to assess the health department's completion and adoption of a department strategic plan	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 organizations, 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.

Adopted Strategic Plan Measure 5.3.2

REQUIRED DOCUMENTATION	NUMBER OF EXAMPLES	DATED WITHIN
<p>1. Health department strategic plan that includes:</p> <ul style="list-style-type: none">a. Mission, vision, guiding principles/valuesb. Strategic prioritiesc. Goals and objectives with measurable and time-framed targetsd. Consideration of key support functions required for efficiency and effectiveness (information management, workforce development, communication, and financial sustainability)e. Identification of external trends, events, or factors that may impact community health or the health departmentf. Assessment of health department strengths and weaknessesg. Link to the health improvement plan and quality improvement plan	1 strategic plan	5 years

Implemented Strategic Plan

Measure 5.3.3

MEASURE	PURPOSE	SIGNIFICANCE
Implemented department strategic plan	The purpose of this measure is to assess the health department's implementation of its strategic plan	A plan is useful only when it is implemented and provides guidance for priorities, activities, and resource allocation. 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. It is important to regularly review the implementation of the plan to ensure that the department is on track to meet its targets

Implemented Strategic Plan

Measure 5.3.3

REQUIRED DOCUMENTATION	NUMBER OF EXAMPLES	DATED WITHIN
1. Progress towards achievement of the goals and objectives contained in the plan (must include how the targets are monitored, reports must be completed no less frequently than annually)	2 reports	1 report dated within 14 months; second report may be older

May 7th Workshop Objectives

Develop and understand how to operationalize the:

- Vision, Mission and Values
- Goals
- Objectives
- Strategies
- Performance Measures

We'll share lots of tools, examples and address the challenges you are currently facing in your health department related to development and implementation of your Strategic Plan.

Location: Pendleton, OR from 9:30am to 3:30pm



All Aboard?



Thank You – Questions?

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