Strategic Plans – The Engine of Performance Management

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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.
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”.


- 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
Workshop Objectives

- Discuss Strategic Planning processes:
  - Where are we? What do we have to work with? Where do we want to be? And how do we get there?

- Review and discuss the application of the Strategic Planning Guide covering aspects of the process and important tools and resources.

- Develop and understand how to operationalize the Vision, Mission, and Values; Strategic Priority Areas, Goals and Objectives.

- Discuss challenges in implementing the agency strategic plan.
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
LAYING THE GROUNDWORK FOR STRATEGIC PLANNING
The Plan for the Plan

Develop the Plan

- Review previous process
- Review/develop Mission, Vision, Values
- Consider key factors
- Identify Strategic Objectives
- Assign champions
- Determine indicators and targets

Deploy the Plan

- Develop service center objectives
- Develop budgets
- Ensure plan sufficiency
- Engage managers, supervisors and staff

Implement the Plan

- Communicate plan
- Develop and prioritize action plans

Review the Plan

- Regular evaluation of results
- Gap analysis
- Root causes identified
- Actions taken

We will establish threads from the top to the bottom of the organization!!
Example Phases of Strategic Planning

- **Phase I – Management Team – Month One**
  - Develop vision/mission/values/goals

- **Phase II – Management Team – Month Two**
  - Identify objectives to meet goals
  - Identify strategies to achieve objectives
  - Develop accountability links and performance measures to meet objectives

- **Phase III – Stakeholders & Staff – Month Two**
  - Engage Stakeholders and Partners

- **Phase IV – All Staff – Month Six**
  - Implementation – Chart and track progress quarterly/semi annually

- **Phase V – All Staff – Month 12**
  - Evaluate and review – What did we accomplish? What do we change/modify?
Fill out one step at a time on the worksheet as we work through the sheets.

Don’t jump ahead!

You will miss out on key points!
Internal Stakeholders

Examples may include:

- Governing body members.
- Senior staff.
- Middle managers.
- Front-line staff.
- Union representatives.
- Advisory board/committee members.
- Other ________________________________
External Stakeholders

Examples may include:

- Funders.
- State Health Department or other state agency representatives.
- Coalition members.
- Partner agencies.
- Other health departments (regional or shared service health departments).
- Competitors.
- Clients/customers.
- Community-at-large.
- Special target populations.
- Policy makers (all levels).
- Media representatives.
- Others ______________________________
Three Levels of Stakeholders

1. **Primary Stakeholders** are the people or groups that stand to be directly affected by the actions of the agency. For example, if proposing an increased tobacco tax, tobacco users and tobacco suppliers would both be directly affected by the tax through an assumed financial impact.

2. **Secondary Stakeholders** are people or groups that are indirectly affected by the actions of an agency. Secondary stakeholders for a tobacco tax may include those exposed to second-hand smoke and local businesses who perceive a reduction of revenue based on tobacco product sales.

3. **Key Stakeholders**, who might belong to either or neither of the first two groups, are those who can have a positive or negative effect on an effort, or are otherwise important to the effort. Key stakeholders for the tobacco tax include elected officials and advocacy staff and organizations.
## Identifying Stakeholders, Their Role and Influence – Exercise

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Level of Engagement Needed</th>
<th>Action Needed and By When</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

![Stakeholder Engagement Diagram]

- **High Influence, Low Interest (Latents)**
- **High Influence, High Interest (Promoters)**
- **Low Influence, Low Interest (Apathetics)**
- **Low Influence, High Interest (Defenders)**
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
All Aboard?
Station 1:
Conduct an Environmental Scan

Outcomes:

- Determine the organization’s strengths, weaknesses, opportunities and threats.
  - **Market Forces**: An assessment of competition the organization must face, including industry trends and competitive analysis.
  - **Stakeholder Analysis**: Identification of stakeholders and delineation of their needs.
  - **Technology**: An internal and external assessment of technology to find opportunities for potential innovation.
  - **Internal Capability Analysis**: A detailed view of the internal workings of the organization, with a focus on workforce development, communication, financial sustainability, and process capabilities.
  - **Legal and Regulatory Factors**: A view of how the organization can favorably address legal and regulatory factors and minimize any threats by relevant legislation and regulation. A review of regulations that impact/guide your work prior to setting the strategic direction, i.e. federal laws, statutes, and regulations.
**Strengths**  In the here and now . . .
- What are our advantages?
- What is working well?

**Weaknesses**  In the here and now . . .
- What could be improved?
- What should be avoided?
- What didn’t work?

**Opportunities**  What might be in the future . . .
- Ways to capitalize on your strengths.
- Changes in technology and markets on both a broad and narrow scale.
- Changes in government policy related to our field.
- Changes in social patterns, population profiles, lifestyle changes, etc.
- Local issues can become opportunities.

**Threats**  In the future . . .
- What are the barriers in responding to an event better the next time?
- What obstacles do you face?
- Has your role or responsibility changed?
## SWOT Analysis

<table>
<thead>
<tr>
<th>Strength</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOOD NOW</td>
<td>BAD NOW</td>
</tr>
<tr>
<td>Maintain, Build, Leverage</td>
<td>Remedy, Stop</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Threat</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOOD FUTURE</td>
<td>BAD FUTURE</td>
</tr>
<tr>
<td>Prioritize, Optimize</td>
<td>Counter</td>
</tr>
</tbody>
</table>
### Example SWOT for Capability 3: Emergency Operations Coordination

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Experience in developing and maintaining All-Hazards/Emergency Response Plan</td>
<td>• Uncoordinated approach with subject matter experts</td>
</tr>
<tr>
<td>• Experience in after action reporting</td>
<td>• Minimal training provided</td>
</tr>
<tr>
<td>• Data rich</td>
<td>• Unclear about Duty Officer role and responsibilities and what is needed</td>
</tr>
<tr>
<td>• Seen as leaders and innovators</td>
<td></td>
</tr>
<tr>
<td>• Strong track record</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ACA (Health Care reform)</td>
<td>• Categorical funding</td>
</tr>
<tr>
<td>• Funding from health reform</td>
<td>• Reduction of funding</td>
</tr>
<tr>
<td>• Focus on health (care delivery) state and national</td>
<td>• Competing demands</td>
</tr>
<tr>
<td>• Community partners and engagement</td>
<td>• Tough attitude towards public health and health care working together</td>
</tr>
<tr>
<td></td>
<td>• Eroding state and federal resources</td>
</tr>
</tbody>
</table>
Example Action Items, Capability 3

Strengths

◦ Maintain a robust 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 activities.
**Example SWOT for Capability 4: Emergency Public Information and Warning**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strong public health system</td>
<td>• Partners inability to participate due to reduced funding</td>
</tr>
<tr>
<td>• Strong partnerships/relationships</td>
<td>• Each community segment doing its own thing</td>
</tr>
<tr>
<td>• Existing emergency public information system</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• More engagement with non-traditional partners (planners, transportation, etc.)</td>
<td></td>
</tr>
<tr>
<td>• Build partnerships to get more done</td>
<td>• Less priority in Public Health during economic stresses</td>
</tr>
<tr>
<td>• Learning from successful partnerships</td>
<td>• Competition for limited resources</td>
</tr>
</tbody>
</table>
Example Action Items: Capability 4

Strengths
- Strengthen relationships with partners by actively engaging them in development of the PHEPR (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.
Short Break!
Be Back in 15 minutes, please!
10 Stations on the Journey

Station 1: Conduct an Environmental Scan
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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
Station 2: Set/Review Organizational Direction

Outcomes:

- Your defined Vision, Mission and Values focus the energies and resources of your entire organization.
- They also serve as a checkpoint to return to whenever you feel yourself going off course.
- What the organization will look like in the future.
A Pearl of Wisdom

“If You Don’t Know Where You Are Going, Any Path Will Do.”

Lewis Carroll

One way to determine the road to better health in our communities is to use criteria to identify the issues we will work on together.
A Vision . . .

. . . is a statement about what your organization wants to become.
. . . should resonate with all members of the organization and help them feel proud, excited, and part of something much bigger than themselves.
. . . should stretch the organization’s capabilities and image of itself.
. . . gives share and direction to the organization’s future.
. . . visions range in length from a couple of words to several pages.

Visions too often include highly idealistic phrasing and activities which organizations cannot realistically aspire.
Vision Examples

- A healthy and safe community.
- People enjoy longer and healthier lives because the Department of Health leads changes in policies, systems, and environments that prevent illness and injury, promote healthy communities, and encourage healthy lifestyles.
- The healthiest state in the nation.
Checklist – Is Our Vision . . .

- A statement about what we want to become?
- Going to resonate with all members of the organization and help them feel proud, excited, and part of something much bigger than themselves?
- Stretch the organization’s capabilities and image of itself?
- A statement that gives shape and direction to our future?
- Between two words and several pages long?
Mission: Who Are You?

- Spreading yourself too thin?
- Biting off more than you can chew?
- Being all things to all people?
A Mission . . .

. . . defines why the agency exists.
. . . communicates fundamental values and beliefs to all employees.
. . . identifies core services and who we do them for.
. . . is inspirational and should supply energy and motivation.
. . . is able to be translated into terms that can be understood and acted upon.
. . . declares: Agency Commitment, Focus, Identity.
Checklist – Does Our Mission . . .

- Define why the agency exists?
- Communicate fundamental values and beliefs to all employees?
- Identify core services and who we do them for?
- Provide inspiration and supply energy and motivation?
- Translate into terms that can be understood and acted upon?
- Identify the agency’s commitment, focus and identity?
Values . . .

... represent the core priorities in the organization’s culture, including what drives members’ priorities and how they truly act in the organization.

... drive the intent and direction for “organic” planners.

... well articulated, provide everyone with guiding lights, ways of choosing among competing priorities, and guidelines about how people will work together.

... should take into consideration the values of customers, stakeholders employees and the community.

*Establish four to six core values from which the organization would like to operate.*
**Value Statement Examples**

**VALUES:**

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>Be professionally responsible for all actions we take</td>
</tr>
<tr>
<td></td>
<td>Conducting all business truthfully and in the best interests of our clients</td>
</tr>
<tr>
<td>Honesty/Integrity</td>
<td>Always striving to meet the needs of those we serve</td>
</tr>
<tr>
<td>Client Centered</td>
<td>Taking responsibility for both individual and team actions</td>
</tr>
<tr>
<td>Ownership</td>
<td>All constituents committed to working together with respect and cooperation</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Placing the mission and team purpose above self</td>
</tr>
<tr>
<td>Team Oriented</td>
<td>Working together with mutual respect and cooperation</td>
</tr>
<tr>
<td>Respect</td>
<td>Providing knowledge, tools, and encouragement to all people so that they</td>
</tr>
<tr>
<td></td>
<td>can make positive, informed decisions resulting in healthy lifestyles and</td>
</tr>
<tr>
<td></td>
<td>positive health outcomes</td>
</tr>
<tr>
<td>Education</td>
<td>Understanding, respecting, celebrating, and welcoming all people</td>
</tr>
<tr>
<td></td>
<td>regardless of race, ethnicity, income, gender, age, heritage, or lifestyle</td>
</tr>
<tr>
<td>Empathy</td>
<td>Understand and do the correct thing based on the culture being served</td>
</tr>
<tr>
<td>Cultural Competency</td>
<td>Providing quality comprehensive services that are navigable, accessible,</td>
</tr>
<tr>
<td></td>
<td>and affordable to all community members</td>
</tr>
<tr>
<td>Access</td>
<td></td>
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</tbody>
</table>
Checklist – Do Our Values . . .

- Represent the core priorities in the organization’s culture, including what drives members’ priorities and how they truly act in the organization?
- Drive the intent and direction for “organic” planners?
- Well articulated, provide everyone with guiding lights, ways of choosing among competing priorities, and guidelines about how people will work together?
- Should take into consideration the values of customers, stakeholders, employees and the community?
- Establish four to six core values from which the organization would like to operate?
IDENTIFYING STRATEGIC ISSUES/PRIORITY AREAS
Strategic Issues

- Strategic issues (or Vision Areas, Priority Areas) are **fundamental policy choices** or **critical challenges** that must be addressed in order for a community to achieve its vision.
Priority Setting Tools

Many tools available:
- “Qualitative”, build consensus, based primarily on perceptions and values (e.g., brainstorming, affinity diagrams, Pareto charts, etc.).
- “Quantitative”, use data (e.g., statistics, scores, indexes, evidence of effectiveness).

Mixing tools is often recommended.
### Criteria for Prioritizing Health Issues

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Question</th>
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</thead>
<tbody>
<tr>
<td>Size</td>
<td>How many people are affected?</td>
</tr>
<tr>
<td>Seriousness</td>
<td>Deaths, hospitalizations, disability</td>
</tr>
<tr>
<td>Trends</td>
<td>Is it getting worse or better?</td>
</tr>
<tr>
<td>Equity</td>
<td>Are some groups affected more?</td>
</tr>
<tr>
<td>Intervention</td>
<td>Is there a proven strategy?</td>
</tr>
<tr>
<td>Values</td>
<td>Does our community care about it?</td>
</tr>
<tr>
<td>Resources</td>
<td>Build on current work - available $?</td>
</tr>
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</table>
# Criteria Matrix

<table>
<thead>
<tr>
<th>Health Issue</th>
<th>Importance</th>
<th>Equity</th>
<th>Serious</th>
<th>Size</th>
<th>Effective Actions</th>
<th>Total</th>
</tr>
</thead>
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<tr>
<td>Health Care Access</td>
<td>H M L</td>
<td>H M L</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Health Care Access</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>6</td>
<td>10</td>
<td>26</td>
</tr>
<tr>
<td>2. Injury &amp; Violence</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>7</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>3. Chronic Disease</td>
<td>3</td>
<td>2</td>
<td>9</td>
<td>8</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>4. Low HS Graduation</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td>5. Alcohol/Drug Use</td>
<td>1</td>
<td>1</td>
<td>8</td>
<td>3</td>
<td>2</td>
<td>15</td>
</tr>
</tbody>
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*PUBLIC HEALTH*
Strategic Issues / Priority Areas

- Brainstorm potential strategic issues.
- Develop an understanding about why an issue is strategic.
- Consolidate overlapping or related issues.
- Conduct a prioritization or selection process.
- Arrange issues into an ordered list.
- Be prepared to share results.
Lunch Break
10 Stations on the Journey

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Station 8: Track Progress on Actions
Station 9: Modify Action Plan based on data
Station 10: Evaluate Strategic Planning Process
Station 3: Develop/Revise Strategic Goals, Objectives and Strategies

Outcomes:

- **Goals** with broad statements describing a future condition or achievement without being specific about how much and addresses the question: “How do we get there”. Goals that focus on outcomes or results and are qualitative in nature in a specific priority area.

- **Objectives** to support the goals and are a specific statement of a desired short term condition or achievement that includes a measurable end result to be accomplished within time limits. Objectives that answer the question: “What do we have to do to get there?”

- **Strategies** that state methods to achieve Goals and Objectives. They will be indicators of action, the “How to” achieve the Goal or Objective. They will serve to guide budget activities used to achieve Goals.
Goals Should Be Doable
A Goal . . .

... is a broad, organizational intention.
... describes a future condition or achievement.
... focuses on outcomes or results.
... is qualitative in nature, rather than quantitative.
... is not specific about how to achieve the goal.
... is long-term in nature.
Strategic Choices
Incremental Approach

Where you are now

One little engine car on the track

Doable and Measurable Goal (12–18 mos.)

One little engine car on the track with passenger cars

We have two engine cars on two tracks

We have six engine cars on the tracks

Big, Broad Goal (3–5) years):
Where you want to be

We’ve moved up to the big leagues
Data Summary To Define Goals

Possible summary structures:

1. Organize the data by the five perspectives
   - Community
   - Financial
   - Health department
   - State/national/legislative
   - Learning and growth

2. Organize the data by stakeholder input:
   - Community–at–large
   - Staff members
   - Governing body
   - Funders
   - Customer and others
## Analyzing Results From SWOT

<table>
<thead>
<tr>
<th>Strength</th>
<th>Weakness</th>
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<th>Threat</th>
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<td>GOOD FUTURE</td>
<td>BAD FUTURE</td>
</tr>
<tr>
<td>Prioritize, Optimize</td>
<td>Counter</td>
</tr>
</tbody>
</table>
There can be one or several goals for each Priority Area.

**Example:**

Priority Area: Decrease Obesity

**Goal #1:** Decrease obesity in the County through promoting healthy lifestyles.

Or

**Goal #1:** Decrease obesity through promoting healthy eating.

**Goal #2:** Decrease obesity through increasing activity levels of adults and children.
To address weaknesses, opportunities and threats we categorize into buckets and to leverage strengths:

- Prevent/Promote/Prepare
- Business/Financial Excellence
- Customer/Partner Excellence
- Employee Excellence and Personal Resp.

This concept is called a “Balanced Perspective”
# The Balanced Perspective – Public Health

<table>
<thead>
<tr>
<th>1.0 Prevent/Promote/Prepare</th>
<th>2.0 Business/Financial</th>
<th>3.0 Customer/Partner Excellence</th>
<th>4.0 Employee Excellence &amp; Personal Resp.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal Statement</strong></td>
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<td><strong>Goal Statement</strong></td>
<td><strong>Goal Statement</strong></td>
</tr>
<tr>
<td><strong>Objective Measure/Target</strong></td>
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<td><strong>Objective Measure/Target</strong></td>
<td><strong>Objective Measure/Target</strong></td>
</tr>
<tr>
<td><strong>Strategy Measure/Target</strong></td>
<td><strong>Strategy Measure/Target</strong></td>
<td><strong>Strategy Measure/Target</strong></td>
<td><strong>Strategy Measure/Target</strong></td>
</tr>
</tbody>
</table>
Are Our Goals . . .

- Broad organizational intentions?
- Describing future conditions or achievements?
- Focused on outcomes or results?
- Qualitative rather than quantitative?
- Not specific about how to achieve the goals?
- Long–term in nature?
Objectives are SMART

- Specific – specify what is to be achieved, by how much, and by when.
- Measurable – make sure that the objective can be measured (i.e., data is or will be available to measure progress).
- Achievable – set objectives that are feasible for the agency.
- Relevant – align objectives with the mission and vision of the agency.
- Time-oriented – establish a timeframe for achieving the objective.
Why We Measure Performance?

- Help guide management and decision-making processes.
- Help to align with the department’s mission, vision, and strategic directions.
- Provide employees with feedback on the work they are performing.
- Predict future performance.
- Facilitate learning and improvement.
Principles for Performance Measurement

1. Know why you are measuring.
2. Be selective.
3. Let your customers tell you what results to measure.
4. Continually ask how you and your stakeholders are doing.
5. Track the internal processes that produce your results.
6. Tell and show people what you learn.
Performance Measures Vs. Objectives

**Decrease** the percent of Best Health County youth ages 11–19 who are obese from the baseline of 32% to **25% by December 31, 2016**.
Let’s Discuss

- What tools and databases are you using to monitor your performance measures?
- Do you link customer needs with process outcomes?
- Do you have a systematic process for reporting?
- Are staff and managers accountable to review data regularly and take action on the results?
Are Our Objectives . . .

- Key activities needed to achieve our goals?
- Measurable?
- Specific? A clear message as to what needs to be accomplished.
- Appropriate? Consistent with the vision, mission, and goals.
- Realistic? An achievable target given the capabilities and opportunities in the environment. In essence, it must be challenging but doable.
- Timely? Is there a time frame for accomplishing the objective?
### Success can be Measured in Stages

<table>
<thead>
<tr>
<th>Health Issue/Goal: Improve Childhood immunization rates of 2 year olds</th>
</tr>
</thead>
</table>
| **1. Short term**

**“Process Outcome”**
- Percent of planned materials distributed to increase provider awareness (Goal: 100%)
- Percent of children with records in the immunization registry (Goal: increase % from year to year)

| **2. Mid-range**

**“Results Outcome”**
- Percent of children 0 to 24 mo. completing the recommended series on time (Goal: increase %)

| **3. Long term**

**”Health Status Indicator”**
- Disease rates related to the series are very low or approaching none (such as Pertussis, measles)
Line of Sight Framework

- How do our day to day job-related activities impact the longer-term health indicators or impact goals of our health department?

- Example: “My job is to process food stamp applications so that no child goes hungry in Cook County”
No child goes hungry in Clackamas County

Increase Clackamas County children’s access to food

Degree of influence/control

% of Clackamas County children served by food stamps that are in low-income households

(long-term outcome)

% of food stamp applications completed accurately

(medium-term outcome)

% of staff participating in food stamp database training

(short-term outcome)

so that

so that

so that

so that

Clackamas County, OR EXAMPLE

% of staff participating in food stamp database training

(short-term outcome)

Degree of influence/control

No child goes hungry in Clackamas County

Increase Clackamas County children’s access to food

Degree of influence/control

% of Clackamas County children served by food stamps that are in low-income households

(long-term outcome)

% of food stamp applications completed accurately

(medium-term outcome)

% of staff participating in food stamp database training

(short-term outcome)

so that

so that

so that
**LINE OF SIGHT:**
Communication
&
Increase access to and consumption of fresh fruits and vegetables

Developed by Kane County IL

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2016 Goal
17.3% Adults,
30.6% Children
Eat 5/day

---

By 2016, 50% of Kane adults have seen a KCHD ad/message about eating more fruits & vegetables

---

- % of planned press releases out each month
- % of planned FB posts/how many actual
- % of trained staff in FB post each month
- % of identified staff trained in FB/Twitter
- % of planned contests/incentives per month initiated
- % of planned respondents who respond

---

# hits on webpage
# articles in newspaper
# Twitter followers
# phone calls
# FB fans/likes
Actual time/planned time
Assess each school district’s lunch programs

% of school districts that meet all 9 USDA nutrition standards

% of school-age children in free/reduced lunch program that are meeting standards

So that

So that

So that

% of school-age children in free/reduced lunch program that are meeting standards

2016 Goal
17.3% Adults, 30.6% Children Eat 5/day

Developed by Kane County IL

LINE OF SIGHT:
Partnerships (Schools)
&
Increase access to and consumption of fresh fruits and vegetables
Line of sight

so that

(short or medium-term outcome)

(so that)

(medium-term outcome)

(so that)

(long-term outcome)

(so that)

(ultimate goal)

Degree of influence/control
Let’s Work on Line of Sight

Work on Line–of–Sight graphs to identify quantifiable outcomes and/or important metrics are described for each level of the agency.
Strategies are . . .

. . . Stated methods to achieve Goals and Objectives.

. . . Indicators of action, the “How to” achieve the goal or objective.

. . . Serve to guide budget activities used to achieve goals.

. . . Brings about a desired future, such as achievement of a goal.
Example of a strategy

Regulate, educate, and provide technical assistance to users on the access of care.

Objective vs. Strategy: An example, compare the process of planning a vacation (where, when, duration, budget, who goes, how travel are all strategic objectives) with the final preparations (tasks, deadlines, funding, weather, packing, transport and so on are all strategies).
Are Our Strategies . . .

- Methods to achieve or Goals and Objectives?
- Indicators of action, the “How to” achieve the Goal or Objective?
- Serve to guide budget decisions?
- Brings about a desired future, such as achievement of a Goal?
Short Break!
Be Back in 15 minutes, please!
STRATEGIES FOR IMPLEMENTING THE STRATEGIC PLAN
Strategic Plan

**WHAT**
- Leaders
- Leading the Way
- Results
- and Data-Driven Operation

**HOW**
- Customer-Focused Service
- Clear Accountability & Responsibility
- Employee Engagement
- Stakeholder Involvement

**WHY**
- Improved Citizens Outcomes

**EFFECTIVE**
- Leaders Leading the Way

**EFFICIENT**
- Results and Data-Driven Operation

**ACCOUNTABLE**
- Customer-Focused Service
- Clear Accountability & Responsibility
- Employee Engagement
- Stakeholder Involvement

**CREATING AND ENDURING CULTURAL SHIFT**
Today: Leave With a Plan

1. Leading the Way
2. Focus on Alignment and Outcomes
3. Results and Data Driven Operations
4. Customer Focused Service
5. Clear Accountability
6. Employee Engagement
7. Stakeholder Involvement
Leaders Make it Happen

- Strategic planning provides the priorities and direction for making decisions and allocating resources to pursue strategies.
- The Agency’s early success will be realized through engaged employees and stakeholders using an empowered approach for their involvement.
- Leaders “Make–It–Happen”
The Playbook

Leading the Way

- Lead the learning
- Deadly sins of management
- Prepare the culture
Remove Deadly Sins

Seven deadly sins of management

1. Unclear direction
2. No line-of-sight
3. Unclear accountability
4. Inconsistent language
5. Poor issue transparency
6. Inappropriate resources
7. Inadequate tools/skills
Focus on Alignment and Outcomes

- Review and update CHA data when appropriate
- Align you CHIP priorities
- Align your Office/Division/Program’s outcomes
- Translate goals to outcome measures
- Establish scorecards for each measure
Align Your Agency Outcomes

- Understand the Director’s priorities
- Define Agency core–mission measures
- Define Office, Division and Program core–mission measures
- This is the foundation of ownership
- Clarity will continue to emerge
The Playbook

Results and Data–Driven Operations

- Create clarity about how the Agency, Offices, Divisions and Programs work
- Understand the core work you must be good at in order to achieve your outcomes
- Map your fundamentals
- Understand your core processes
- Establish measures to gauge effectiveness
Benefits of Fundamental Maps

- Shared understanding of how the Agency, Offices, Divisions and Programs create value (a common language)
- Clear ownership for results
- Visibility as to what is working and what is not
- Foundation for connecting every employee to the part they play
Customer Focused–Service

• For each strategy, identify your primary customers
• Ask them what they need from you
• Establish measures that indicate success in meeting their needs
• Work to continuously improve results
We understand who our customers are
We know every strategy has a customer
We know what our customers value
We measure effectiveness in meeting customer needs
Customer feedback drives our strategy focus
Clear Accountability and Responsibility

1. Assign ownership
   ◦ For outcome measures
   ◦ For process measures

2. Establish Quarterly Target Reviews
   ◦ Accountability for improvement
   ◦ Triggers for action (red/yellow/green)
   ◦ Safety = True Transparency
Quarterly Target Reviews

SAFE = TRANSPARENT
Employee Engagement

- Understand the impact on results of engagement
- Assess where we are today with the engagement
- Determine what is required by leadership to move to the ideal state
To Successfully Deploy Strategic Planning

Involve Everyone:

• Leadership
• Champion
• Customers
• Empowered Employees
• Involved Stakeholders
Engagement End State

I understand where my organization is going

I see how my work fits into our goals

I understand what processes I am accountable for

I have the skills/resources to do my work effectively

I always know how well my processes are working
Identify Stakeholders and Their Involvement

- Understand who your stakeholders are
- Assess where we are today with their involvement
- Determine level of engagement
The 10 Factors That Transmit and Embed Culture
Creating an Enduring Culture Shift

1. Formal statements of the organizational philosophy
2. Design for physical spaces
3. Deliberate role modeling, teaching, and coaching by leaders
4. Explicit reward and status system, and promotion criteria
5. Stories, legends, myths and parables about key people and events
6. What leaders pay attention to, measure, and control
7. Leader reactions to critical incidents or organizational crisis
8. Organization design and structure
9. Organizational systems and procedures
10. Criteria used for recruitment, selection, and promotion

Dr. Edgar Schein, MIT
Next Steps
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
Next Steps – Leadership Role

- Able to articulate the strategic planning process to internal and external stakeholders.
- Each program should know how they roll up (i.e. where they fit in to the agency big picture).
- The strategic planning process should be meaningful to Front Line staff; they need a connection.
- Strategic planning provides clarity for changes and/or new direction.
- Shows us what/why/how we’re doing as an agency.
- Defines where we are, where we want to be and includes “SMART” objectives.
- Tactical . . . How does it feed the strategic planning process?
- More inclusivity should enhance the strategic planning process.

*We are really planning strategically for our agency! Let’s do it well!!*
Thank You – Questions?

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