



Strategic Planning Training

July 2012



**New Jersey Association of County & City Health Officials
Strategic Planning – A Training for LHDs
Training Workbook Content
2012**

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New Jersey Association of County & City Health Officials
Strategic Planning

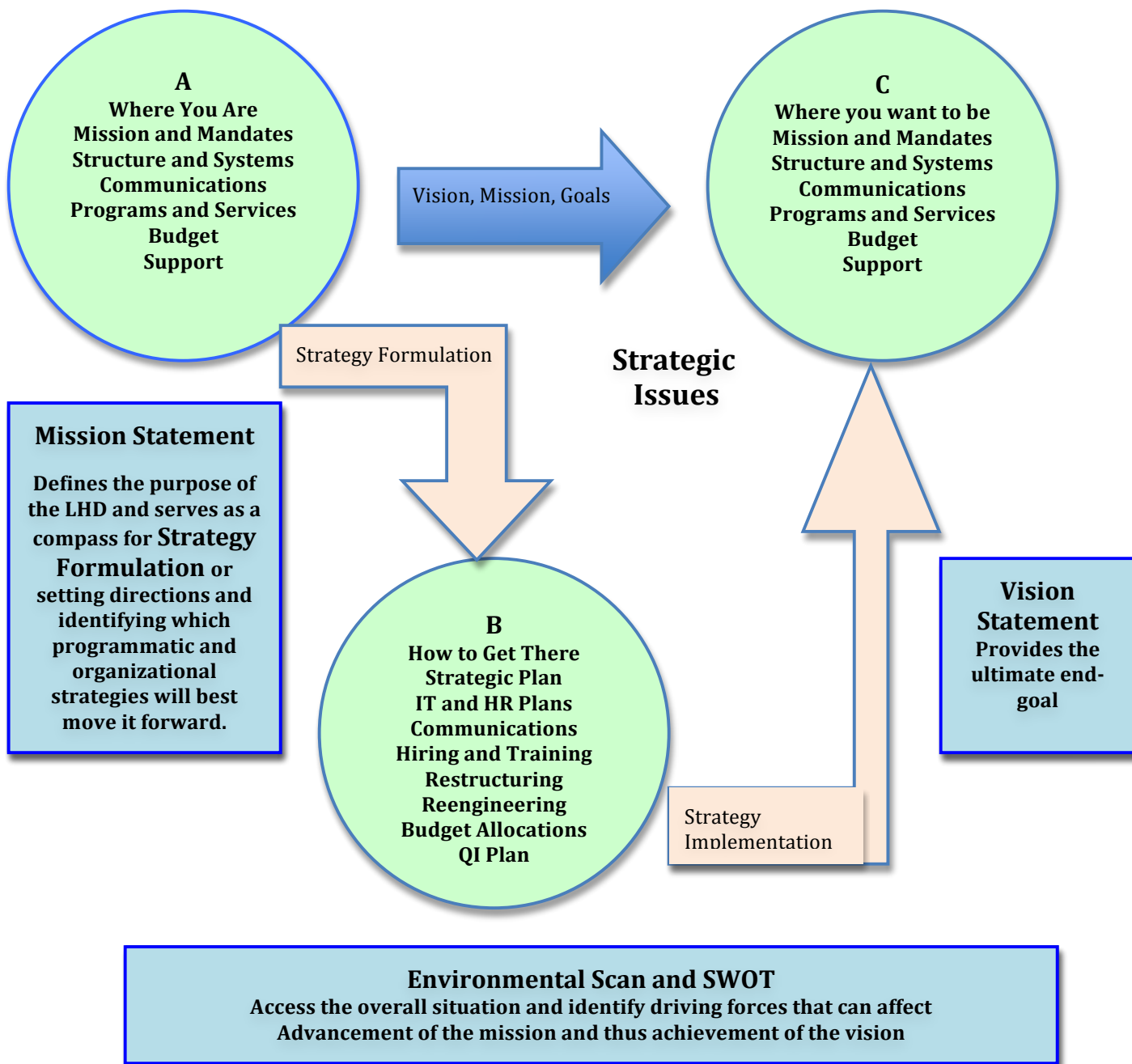
Why Strategic Plans Fail:

- The organization does not have a clear vision for the future (vision statement is absent)
- Objectives in the plan are not specific, are not measurable, are not realistic, and/or are not stated as outcomes
- The organization is not aligned toward achieving the strategic plan.
- The plan came from the top down, with no involvement of the workers or middle managers
- Progress on the plan isn't measured on a regular basis
- Strategic planning is viewed as a one-time event instead of as a process

Tips for Making your Strategic Plan a Success:

- Share the plan with staff
- Assure that the Board is familiar with the plan and supportive
- Link the organization's budget and operational plan to the strategic plan.
- Make structural changes in the organization needed to support achievement of the plan
- Align all components of the organization to the plan; assure that all organizational work is planned and conducted consistent with the plan
- Measure and monitor progress throughout the year
- Refresh the plan each year. Celebrate successes before moving on to next year's plan.

New Jersey Association of Local Health Officers Strategic Planning Model



Adapted from NACCHO Strategic Plans – A How to Guide, and from Bryson, 2004; Adapted by Milne & Associates, LLC, 2012

**New Jersey Association of County & City Health Officials
Assessing Readiness for Strategic Planning**

Past Experience	
What contributed to past planning successes?	What contributed to past planning failures?
What is in place to support successful planning?	What is missing and needed for successful planning?

Important needs for a successful strategic planning process are found below. Check those that are currently in place when assessing readiness.

- Access to many of the types of data needed for the environmental scan (i.e. it may be helpful to complete the community health assessment prior to strategic planning.
- Access to a skilled facilitator, either internal or external.
- Adequate time for a quality environmental scan.
- Adequate time to devote to stakeholder engagement in the process
- A champion for the strategic planning process from the governing body
- Budget allocations for the process
- Buy-in from senior leadership at the health department
- Commitment to the process including remaining flexible
- Understanding of the process and expectations for how the plan will be used throughout the agency.
- Other: _____

Source: NACCHO Strategic Plan How to Guide, Adapted by Milne & Associates, LLC 2012

New Jersey Association of County & City Health Officials Developing Mission Statement

The mission should clarify the organization's purpose and indicate why it is doing what it does. It should answer the question, "Ultimately, what are we here to do?" Or "Why do we exist as an organization?" The mission statement speaks to what you do. The statement should include two elements: (1) our purpose, and (2) what we do.

Consider asking internal stakeholders to complete the following worksheet, and convene a small group to analyze for common themes. Develop an initial draft or revise a current mission statement using this information.

1. What is the current mission? What does it say about who we are, what our purpose is, what business we are in, who we serve, and how we are unique?

2. In general, what are the basic social and political needs we exist to fill? What are the basic social or political problems we exist to address?

3. What is our role in filling these needs or addressing these problems? How does it differ from the roles of other organizations?

4. In general, what do we want to do to recognize or anticipate and respond to these needs or problems?

5. How should we respond to our stakeholders?

6. What is our philosophy and what are our core values?

7. Is our current mission out of date? If so, how?

8. What changes in the current mission would I propose?

Source: Bryson, J. M. (2004). Strategic planning for public and nonprofit organizations: A Guide to Strengthening and Sustaining Organizational Achievement (3rd ed.. San Francisco: Jossey-Bass Inc. Pub. From the NACCHO Strategic Plan How to Guide; adapted by Milne & Associates, LLC, 2012.

New Jersey Association of local Health Officers
Mission Statements
Examples

Multnomah County, OR: In partnership with the communities we serve, the Health Department assures, promotes, and protects the health of the people of Multnomah County.

Washington County, OR: Our mission is to protect and promote the health of all the people of Washington County. We work to protect individuals and communities against the spread of disease, injuries and environmental hazards while promoting and encouraging healthier lifestyles.

Clark County Health Department, WA: Our purpose is your good health.

Together we:

- *Prevent* disease and injury
- *Promote* healthier choices
- *Protect* food, water, and air
- *Prepare* for emergencies.

We're always working for a safer and healthier community.

Hennepin County Public Health and Human Services, MN: To maintain and improve the physical well-being of all county residents by reducing the number of illnesses and disabilities, or by decreasing their severity.

Snohomish County, WA: To improve the health of individuals, families and communities through disease prevention, health promotion, and protection from environmental threats.

Tulsa Health District, OK: To sustain an equitable system that prevents disease, promotes healthy living, and ensures preparedness.

**New Jersey Association of County & City Health Officials
Developing Vision Statement**

What does the organization and the community it serves look like today?

**How will the LHD be
in the future?**

**How will the LHD go
about its work, etc.?**

**How will the
community or
clients/customers
Benefit in the future
from the work of
the health dept.?**

**What is the futuristic view regarding the ideal
state or conditions that the health department
aspires to change or create?**

New Jersey Association of Local Health Officers
Vision Statements
Examples

1. Multnomah County, OR: Healthy people in healthy communities.
2. Washington County, OR: (Adapted) healthy communities through
 - Healthy choices
 - Healthy, active lifestyles
 - Tobacco free environments.
3. Clark County Public Health, WA: Active, healthy families and people of all ages, abilities and cultures living, playing and working in thriving communities
4. Hennepin County Public Health and Human Services, MN: Better lives and Stronger Communities.
5. Snohomish County, WA: Healthy Lifestyles, Healthy Communities
6. Tulsa Health District, OK: A community of empowered citizens making healthy choices that carry forward for future generations.

New Jersey Association of County & City Health Officials Developing & Operationalizing Organizational Values Statements

Use the following activity to clarify the organization’s belief systems by facilitating a discussion among stakeholders such as staff and governing body members.

1. Ask participants to identify values, beliefs, and guiding principles that either do or should guide their interactions with each other and their external stakeholders (customers, funders, partners organizations, etc.).
2. Ask participants to also identify any specific behaviors they should commit to doing in every day practice to support values and beliefs.
3. From the list on the worksheet, use a voting process to identify the most important values – no more than eight; 3 to 5 are recommended.

Value (single word or two)	Value Statement (incorporating the value)	Behaviors that should be in practice daily to support the value
(Example) Respect	We hold deep respect for the people we serve and interact with	<ul style="list-style-type: none"> • We treat all clients with respect without regard for their behavior • We respect the opinions and perspectives of all department staff

(Adapted from Allison, M.J., & Kaye, J. (2007), Strategic Planning for Nonprofit Organizations: A practical Guide and Workbook. (2nd ed.). John Wiley & Sons, Inc.) As found in NACCHO Strategic Plan How to Guide)

**New Jersey Association of County & City Health Officials
Strategic Planning
Potential Data Sources**

- LHD Annual reports, particularly results related to progress on any past initiatives or strategic plans
- Community Health Assessment (CHA) results such as health status data, community perceptions regarding health and health needs, and demographic information
- An agency review against national standards, such as those of PHAB
- Local Public Health System Assessment (e.g. NPHPSP) results
- LHD Financial Analysis
- Employee/Workforce climate survey results or feedback
- Partnership or stakeholder analysis results
- Policy and Legislative scan
- LHD program evaluation and QI results
- Customer service/satisfaction feedback
- Results of a traditional SQOT analysis previously completed
- Competitive or market analysis
- Community Health Improvement Plan
- Other relevant information and data _____

Adapted from NACCHO Strategic Plan: How to Guide" by Mine & Associates LLC/2012

New Jersey Association of County & City Health Officials Assessing Value of Data/Information

1. List the data available based on the list of suggested data/information and any other data identified by the LHD
2. Check the perspective that the data provides: community, financial, health department, local, or state/national legislative
3. List the source document and date for the information to determine if it needs updating
4. Indicate whether the data is opinion or fact-based. It is important to have plenty of fact-based data, but there is also a need for opinion-based information.
5. Select low, medium, or high to indicate the relevancy of the data/information to development of the strategic plan.

Data or Information Available	Data Perspective						Source Document/ Date		Substantiation		Relevance		
	Community	Financial	Health Dept.	Local	State/National	Learning / Growth	Source	Date	Fact Based	Opinion Based	Low	Med	High

Source: NACCHO Strategic Planning How to Guide; Adapted by Milne & Associates, LLC, 2012

New Jersey Association of County & City Health Officials
Public Health Strategic Plans
**Relationships of Community Assessments
With Strategic Plan, CHIP and QI Plan**



New Jersey Association of County & City Health Officials Conducting a SWOT/SWOC Analysis

This activity is usually completed by a small group or committee based on the data and information compiled from the various sources (see Module IV). Once completed, it can be shared with additional staff and stakeholders for further input if desired.

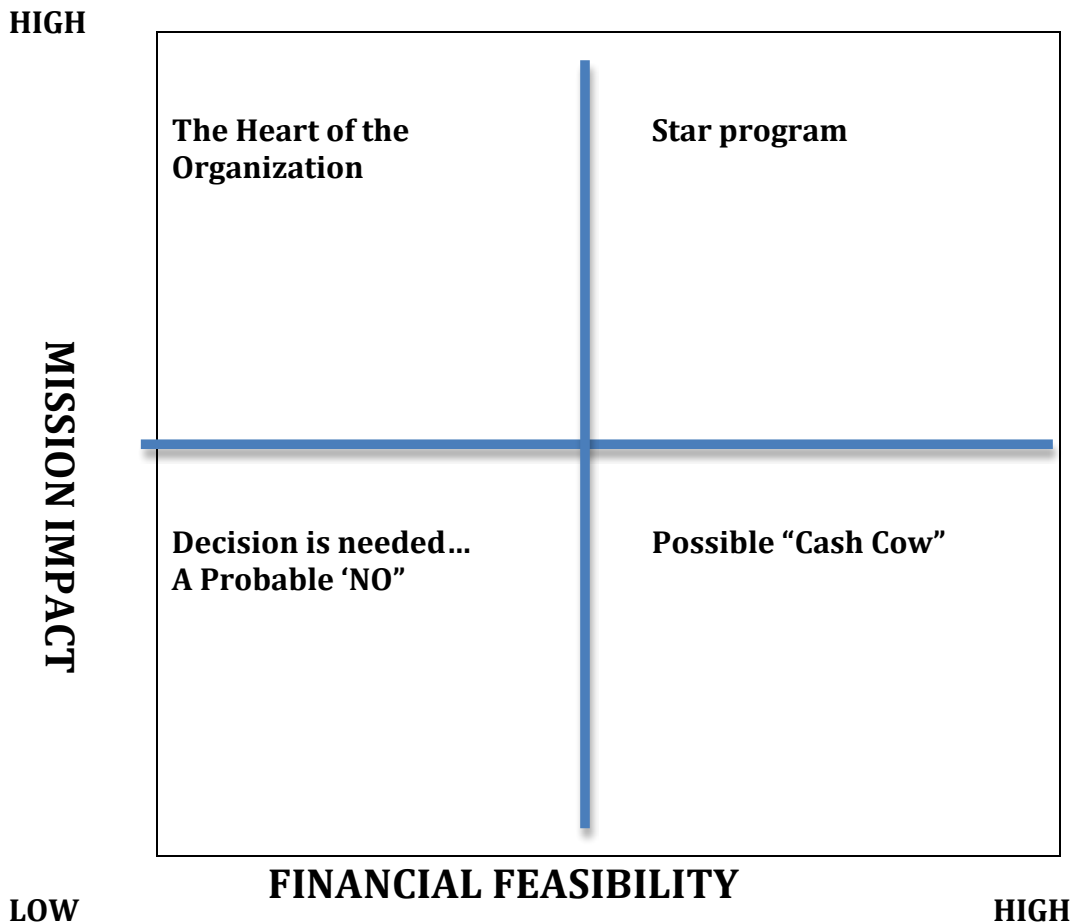
1. Organize data and information into the categories listed in the quadrants.
2. Identify any connections between listed items in the quadrants. (i.e. is there an opportunity that can be taken advantage of to address a particular threat or weakness?)
3. Look at any patterns in the results.
4. Discuss ways strengths can be maintained, enhanced or leveraged.
5. Discuss ways to minimize weaknesses.
6. Discuss options for leveraging or taking advantage of opportunities.
7. Discuss the potential impact of threats/challenges and anything being done to address or prepare for the threat.
8. Identify any potential strategic issues that the health department may need to address.

Strength (Internal)	Opportunities (External)
Weakness (Internal)	Threats or Challenges (External)

Source: NACCHO Strategic Plan How to Guide

New Jersey Association of County & City Health Officials Narrowing Themes to Define Strategic Priorities

1. Consider the data you have assembled, including results from the analysis of strengths, weaknesses, opportunities and threats, as well as external trends and factors, objective morbidity and mortality data, information reflecting the determinants of health (including income, unemployment, education, domestic violence, housing), demographics, subjective data (e.g. beliefs, perspectives and values of community members), information about your health department funding, staff, etc.
2. Look for themes that cut across the data sets
3. Identify as many themes as seem important
4. Combine and narrow the themes to those that represent those most important; consider using the Dual Bottom line Matrix (below) to prioritize
5. The highest 2-4 become your Strategic Priorities



Source: Masoka, CompassPoint 2005, included in NACCHO Strategic Plan How to Guide

New Jersey Association of County & City Health Officials Strategic Planning - Goal Setting

Tools for determining priorities

- What is the impact or importance?
- What issues are already slated for improvement?
- Where is the interest, energy and commitment?
- What resources are available that can be leveraged?

Setting Goals and Objectives

- Involve senior leaders - align aim with strategic goals of the organization and/or community
- Make the objective unambiguous
- Base the objective on data identifying the problem
- Send a strong message - Set stretch goals

Tips on Measurement

- What information is to be collected
- By whom
- Over what period of time
- For what specific purpose

Make sure that what you are using as a measure accurately reflects progress toward the desired change!

More rapid learning occurs when

- There is a common vision
- Participant commitment is in place
- Successes AND failures are shared fully
- It's not necessary to reinvent the wheel

Learning Organization: ...a group of people, an organization, or an organization of organizations that increases its competency by

- Sharing a common vision
- Striving to share mental models
- Expanding the capacity of its individual members
- Focusing change at the system level
- Valuing team learning

(Source: Adapted from Peter Senge's The Fifth Discipline by Milne & Associates, LLC, 2012)

New Jersey Association of County & City Health Officials Strategic Planning – Measurable Objectives

Template #1:

- Measure of the Change
- Of What
- By Whom
- By When

Example: Reduce by 25% the percentage of tobacco usage by adolescents by December 31, 2015

Template #2:

- The degree of change
- The type of change
- The area of change
- The target population
- The timeframe

Example: Increase by 15% the daily servings of fruits and vegetables consumed by children and adolescents aged 6 to 19 years residing in Morris County, NJ by December 31, 2016

(Source: NACCHO How to Guide, adapted by Milne & Associates, LLC, 2012)

New Jersey Association of County & City Health Officials Strategic Planning – Goal & Objective Setting

Key Terms:

Theme: A general perspective about a topic that emerges from a review of various data sources. There may be many themes that emerge from data review.

Example: Staff are interested in deepening their skills

Strategic Direction: A summarization of one or more themes suggested by data that helps define a direction for the health department to take in its strategic planning. Usually not measurable or time specific. Ideally, a strategic plan will include 3-4 strategic directions.

Example: Leverage our staff strengths

Goal: A fairly broad statement of direction toward which the health department will apply effort and resources. Not necessarily measurable or time specific. Typically there is one to two goals for each strategic direction.

Example: Our staff are highly effective in improving community health status per our strategic plan

Objective: A very specific target, the achievement of which within stated timelines will advance the organization toward achieving a goal. Ideally, there are 3-5 objectives for each goal.

Example: All of our staff have completed an orientation to the strategic plan and can identify the priorities of the plan by 11/15/12

PHAB requires that all objectives meet “SMART” criteria:

Specific

Measurable

Achievable

Relevant

Time oriented

Action Plan: Specific, clear, time-framed steps/actions for which specific staff will be held accountable and which will lead to achievement of an objective. The number of action steps varies according to the specific objective.

Example:

	<u>Begin</u>	<u>Complete</u>
1. Plan staff orientation to the strategic Plan	9/15	10/15
2. Schedule all staff to attend orientation	10/15	10/22
3. Conduct orientation sessions	10/22	10/31
4. Discuss SP priorities in team meetings	11/1	11/15

(Source: Milne & Associates, LLC, 2012)

**New Jersey Association of County & City Health Officials
Developing a Project Plan for Creating a Strategic Plan**

Action Step to be completed Method for Completion	Timeline	Milestones	Person(s) Responsible	Status/ Completion Date
Assess Internal Readiness; develop plan to proceed		•	•	•
Identify stakeholders (Example:)	By 7/29/12	<ul style="list-style-type: none"> • Brainstorm list • Narrow list • Invite • Sched. 1st meeting 	• (name)	<ul style="list-style-type: none"> • Done • Done • In process • pending
Review/Update Mission, Vision, Values				
Review organizational mandates				
Collect and review data				
Review external trends and trends in public health				
Conduct an assessment of strengths, weaknesses, opportunities and threats				
Review data, trends, SWOT for patterns; identify themes				
Narrow themes to 2-4 strategic directions				
Develop goals and measurable objectives (SMART) for each strategic direction				
Define specific, time-framed action steps for year-one objectives				
Assure that CHIP responsibilities are addressed				
Identify linkage of strategic plan with internal QI plan				
Implement the plan				

Source: NACCHO Strategic Plan How to Guide; adapted by Milne & Associates, LLC, 2012

New Jersey Association of County & City Health Officials Strategic Plan Checklist

While the format of strategic plans will vary from organization to organization, they typically include the contents listed below. The items specifically required by PHAB's Measure 5.3.2 include a "*" beside them. All the PHAB documentation requirements included in Measure 5.3.1 are listed under item "I".

- A. Letter of Introduction:** Displays a public letter from a governing body president with their signature, approval statement, and date.
- B. Executive Summary:** Provides a brief 1-3 page summary of the strategic planning process and major components of the plan
- C. Mission, Vision, and Guiding Principles/Values Statements*:** Defines each of the adopted statements.
- D. Summary of SWOT/SWOC and Environmental Scan Results*:** The analysis of the LHDs strengths and weaknesses and external trends, events or other factors that may impact community health or the health department
- E. Summary of Strategic Priorities*:** Provides a description and explanation of the strategic issues selected with the rationale for selecting.
- F. Goals and Objectives*:** Includes all organizational goals and objectives with measurable and time-framed targets. This may be presented in a logic model.
- G. Linkages with the CHIP and QI Plan*:** Includes the LHD's responsibilities for implementing the CHIP and linkage with some of the QI plan components.
- H. Putting the Plan into Action:** Some organizations share how the plan will be used and monitored.
- I. Appendices*:** Contains all support documentation such as the required documentation for PHAB which includes:
 - A list of the individuals who participated in the strategic planning process and their titles through meeting minutes, Strategic Planning Committee membership report or other formal listing of participants
 - Summary or overview of the strategic planning process, including the number of meetings, duration of the planning process.
 - Description of the methods used for the review of major elements by stakeholders
 - Description of the steps in the planning process, such as the SWOT/SWOC, environmental scan, stakeholder analysis, etc.
 - Annual reports of progress towards goals and objectives in the plan, including monitoring and conclusions on progress toward meeting targets.

Source: NACCHO Strategic Plan How to Guide, adapted by Milne & Associates, LLC, 2012

Public Health Accreditation Board

Requirement for Strategic Plan

Standard 5.3: Develop and implement a health department organizational strategic plan.

Measure 5.3.1 A: Conduct a department strategic planning process

Purpose

The purpose of this measure is to assess the health department's strategic planning process.

Significance

A functional and useful 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.

Required Documentation

1. Description of elements of the planning process used to develop the organization's strategic plan:
 - a. Membership of the strategic planning group
 - b. Strategic planning process steps

Guidance

1. The health department must document the process that it used to develop its organizational strategic plan. The planning process may have been facilitated by staff of the health department or by an outside consulting organization or individual. If the health department is part of a super health agency or umbrella agency, the department's process may have been part of a larger organizational planning process. If that is the case, the health department must have been actively engaged in the process and must provide evidence that public health was an integral component in the process.
 - a. A list of the individuals who participated in the strategic planning process and their titles must be provided. Participants should include the health department's governing entity members or representatives. Documentation could be meeting minutes, a report that presents the members of a strategic planning committee, or other formal listing of participants.
 - b. Documentation must include a summary or overview of the strategic planning process, including the number of meetings, duration of the planning process, and the methods used for the review of major elements by stakeholders. Steps in the planning process must be described, such as opportunities and threats analysis or environmental scanning process, stakeholder analysis, storyboarding, strengths and weaknesses analysis, or scenario development.

Measure 5.3.2 A: Adopt a department strategic plan

Purpose

The purpose of this measure is to assess the health department's completion and adoption of a department strategic plan.

Significance

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 organization, 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.

Guidance

If the health department is part of super health agency or umbrella agency, the health department's strategic plan may be part of a larger organizational plan. If that is the case, the plan must include a section that addresses the health department and includes the required elements of the plan specific to the health department. Submitted documentation should include only the section(s) of the larger plan that addresses the health department and not the entire plan. If the plan of the super health agency or umbrella agency does not include the required elements for the health department, then the health department must conduct an internal planning process and adopt a health department specific strategic plan.

1. The health department must provide a strategic plan that is dated within the last five years. Some health departments may have shorter planning timeframes and, for example, may produce a strategic plan every three years. Some of the goals in the plan may be for a longer time period than five years, but the plan must have been produced or revised within the last five years. The health department may not officially call the plan a "strategic plan," but it must include the items listed in a through f. There is no required or suggested format for the strategic plan. There is no required or suggested length of the strategic plan.

The strategic plan must include all of the following:

- a. The health department's mission, vision, and guiding principles/values for the health department
- b. The health department's strategic priorities
- c. The health department's goals and objectives with measurable and time-framed targets (expected products or results). Measurable and time-framed targets may be contained in another document, such as an annual work plan. If this is the case, the companion document must be provided with the strategic plan for this measure.
- d. The identification of external trends, events, or other factors that may impact community health or the health department
- e. The analysis of the department's strengths and weaknesses
- f. Linkages with the health improvement plan and details on the health department's roles and responsibilities for implementing the health improvement plan. It must also link with the health department's quality improvement plan. The strategic plan need not link to all elements of the health improvement plan or quality improvement plan, but it must show where linkages are appropriate for effective planning and implementation.

Required Documentation

1. Health department strategic plan dated within the last five years that includes:
 - a. Mission, vision, guiding principles/values
 - b. Strategic priorities
 - c. Goals and objectives with measurable and time-framed targets
 - d. Identification of external trends, events, or factors that may impact community health or the health department
 - e. Assessment of health department strengths and weaknesses
 - f. Link to the health improvement plan and quality improvement plan

Measure 5.3.3 A: Implement the department strategic plan

Purpose

The purpose of this measure is to assess the health department's implementation of its strategic plan.

Significance

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.

Required Documentation

1. Annual reports of progress towards goals and objectives contained in the plan, including monitoring and conclusions on progress toward meeting targets

Guidance

1. The health department must provide annual reports since the plan's adoption showing that it has reviewed the strategic plan and has assessed progress towards reaching the goals and objectives. The reports must include how the targets are monitored. Progress is evidenced by completing defined steps to reach a target, by completing objectives, or by addressing priorities and implementing activities. The plan may be revised based on work completed, adjustments to timelines, or changes in available resources