Strategic Planning: An Integrated Approach

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Why?

• **Problem Statement:** SPHLs have traditionally operated as categorized programs.

• **Solution:** SPHLs can operate as an integrated system that aligns with local/state/national public & private partners.
The Foundation

**Purpose:** Fundamental reason why your organization exists.

**Mission:** Answers the question, “What are you attempting to accomplish?”

**Vision:** Desired future state. Describes where you are headed, what you intend to be, and how you will be perceived in the future.

**Values:** Guiding principles that reflect and reinforce the desired culture, support and guide the decision-making of your workforce - aids in accomplishing the mission and attaining the vision.

**Needed before performing any strategic planning**
Combining L-SIP (WHAT) & Baldrige (HOW)
Laboratory Systems Improvement Program (L-SIP)

- Developed in partnership with APHL, CDC
- Nationally Recognized: Assessments done in more than 25 states
- Focuses on the *Public Health Laboratory system*
- Model Standards & Key Indicators

**What it does:** Uses framework of Ten Essential Public Health Services

*Provides the WHAT (optimal performance level)*
Malcolm Baldrige

- Developed through NIST
- Nationally Recognized: 59 state/local/regional programs
- Method to manage organizational systems
- Used by top organizations in the US: IBM, Boeing, Henry Ford Health System

**What it does:** Process & results maturity level using universal criteria

**Provides the HOW**
Baldrige Criteria

- Leadership: Guide/Sustain Org, Communicate Performance
- Strategic Planning: Develop Goals, Strategies, Tactics
- Customer: Engage, Build Relationships, Satisfaction
- Workforce: Capability, Capacity, High Performance
- Operations: Design/Manage/Improve, Customer Focus
- Measurement, Analysis, Knowledge: Manage/Use Info & Data Measure/Analyze Performance

Results
Goals, Strategies and Tactics

Source: http://insideintercom.io/why-startups-need-a-strong-vision/
Example

• **Goal:** Build a workforce environment conducive to high performance work.

• **Strategy:** Build ongoing workforce leader development to expand competencies.

• **Tactic:** Implement a Leadership Program for new managers and supervisors. Include knowledge management and soft skills.
5 Steps to Develop Goals, Strategies, Tactics

1. **Determine scope of enterprise** to improve and identify key stakeholders
   - SHL Executive Leaders/Key Program Managers

2. **Perform the L-SIP Assessment**
   - Individual & consensus

3. Identify critical and urgent performance gaps from the Assessment consensus scores and **reframe into Goals/Objectives for improvement.**
L-SIP Self-Assessment

Key Points: The L-SIP Model standardizes and evaluates performance in monitoring community health status.

<table>
<thead>
<tr>
<th>L-SIP MODEL STANDARDIZED &amp; KEY IDEAS</th>
<th>MEAN</th>
<th>MEDIAN</th>
<th>STD DEV</th>
<th>68% of numbers fall within range</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1: Monitoring of Community Health Status</td>
<td>70.0</td>
<td>75.0</td>
<td>15.0</td>
<td>55.0 - 85.0</td>
</tr>
<tr>
<td>1.1.2: Monitoring of Health Trends</td>
<td>90.0</td>
<td>100.0</td>
<td>12.2</td>
<td>77.8 - 102.2</td>
</tr>
<tr>
<td>1.1.3: Laboratory System supports monitoring of chronic disease trends by participating in state and federal surveillance systems.</td>
<td>35.0</td>
<td>37.5</td>
<td>16.6</td>
<td>18.4 - 51.4</td>
</tr>
<tr>
<td>1.2.1: Surveillance Information Systems</td>
<td>57.5</td>
<td>50.0</td>
<td>22.5</td>
<td>35.0 - 80.0</td>
</tr>
<tr>
<td>2.1.1: Laboratory System ensures the effective provision of services at the highest level of quality to assist in the detection, diagnosis, and investigation of all significant health problems and hazards.</td>
<td>82.5</td>
<td>87.5</td>
<td>19.5</td>
<td>63.0 - 102.0</td>
</tr>
<tr>
<td>2.1.2: Laboratory System has the necessary system capacity, authority, and preparations in place to rapidly respond to emergencies that affect the public's health.</td>
<td>57.5</td>
<td>62.5</td>
<td>19.5</td>
<td>38.0 - 77.0</td>
</tr>
</tbody>
</table>

Consensus on Poorest Performance: Lowest Scoring, Large STD DEV, Low UPPER RANGE
Best Performance: Highest Scoring, Low STD DEV, High UPPER RANGE
New Goals

- Workforce Performance
- Customer Engagement
- Org Focus: Improve & Innovate
- Financial Viability
- SME PHL Science
5 Steps to Develop Goals, Strategies, Tactics

4. Perform Baldrige Criteria for Performance Excellence evaluation based **on your new Goal/Objective.**

5. For each Goal/Objective, develop specific improvement plans **based on the lowest Baldrige scores.**

- Plans include Strategies/Sub-strategies, Tactics
  - Performance Metrics/Targets
  - Owners
  - Timelines
### Baldrige Assessment

<table>
<thead>
<tr>
<th>Factor</th>
<th>0-5%</th>
<th>10-25%</th>
<th>30-45%</th>
<th>50-65%</th>
<th>70-85%</th>
<th>90-100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approach</td>
<td>No systematic approach to item requirements is evident; information is anecdotal.</td>
<td>The beginning of a systematic approach to the basic requirements of the item is evident.</td>
<td>An effective, systematic approach responsive to the basic requirements of the item is evident.</td>
<td>An effective, systematic approach, responsive to the overall requirements of the item, is evident.</td>
<td>An effective, systematic approach, fully responsive to the multiple requirements of the item, is evident.</td>
<td>An effective, systematic approach, fully responsive to the multiple requirements of the item, is evident.</td>
</tr>
</tbody>
</table>
| Deployment | Little or no deployment of any systematic approach is evident. | The approach is in the early stages of deployment in most areas or work units, inhibiting progress in achieving the basic requirements of the item. | The approach is deployed, although some areas or work units are in early stages of deployment. | The approach is well deployed, although deployment may vary in some areas or work units. | The approach is fully deployed without significant weaknesses or gaps in any areas or work units. |-
| Learning | An impairment orientation is not evident; improvement is achieved through reacting to problems. | Early stages of a transition from reacting to problems to a general improvement orientation are evident. | The beginning of a systematic approach to evaluation and improvement of key processes is evident. | A fact-based, systematic evaluation and improvement process and some organizational learning, including innovation, are in place for improving the efficiency and effectiveness. | Fact-based, systematic evaluation and improvement and organizational learning, including innovation, key management tools, are in place for improving the efficiency and effectiveness. |-
| Integration | No organic process evident, organizational functionality is limited. | The approach aligns to organizational needs and harmonized across all processes/units to meet organizational goals. | Approaches are well ordered, repeatable, fact-based, with no weaknesses/gaps. |-

#### LSIP Assessment Gap Being Addressed

Assure a Competent Public Health and Personal Healthcare Workforce

Goal/Objective (from LSIP Key Idea for Improvement)

Goal #1: Build a Workforce Environment Conducive to High Performance Work

<table>
<thead>
<tr>
<th>Baldrige Criteria and Key Questions</th>
<th>A</th>
<th>D</th>
<th>L</th>
<th>I</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Organizational processes that include: Senior leaders anchor the culture; organization.</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Leadership/employee behavior, Pillar 2; they communicate the organization’s vision and values; and behavior.</td>
<td>10-25%</td>
<td>20-40%</td>
<td>30-65%</td>
<td>70-85%</td>
<td>100</td>
</tr>
<tr>
<td>Customer</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Organizational processes that include: Listening to customers &amp; gain satisfaction/dissatisfaction information.</td>
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<td></td>
</tr>
<tr>
<td>Engage customers to serve their needs &amp; build relationships.</td>
<td>10-25%</td>
<td>20-40%</td>
<td>30-65%</td>
<td>70-85%</td>
<td>100</td>
</tr>
<tr>
<td>Measurement and Knowledge Management</td>
<td></td>
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</tr>
<tr>
<td>Organizational processes that include: Measure, analyze, review, improve performance using data.</td>
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</tr>
<tr>
<td>Information, management information, organizational knowledge.</td>
<td>30-45%</td>
<td>50-65%</td>
<td>70-85%</td>
<td>90-100%</td>
<td>100</td>
</tr>
<tr>
<td>Workforce</td>
<td></td>
<td></td>
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<tr>
<td>Organizational processes that include: Manage workforce capability/capacity.</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain a safe, secure, supportive climate.</td>
<td>30-45%</td>
<td>50-65%</td>
<td>70-85%</td>
<td>90-100%</td>
<td>100</td>
</tr>
<tr>
<td>Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational processes that include: Design, manage, improve work systems to deliver customer value.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare for potential emergencies, achieve success/sustainability.</td>
<td>30-45%</td>
<td>50-65%</td>
<td>70-85%</td>
<td>90-100%</td>
<td>100</td>
</tr>
</tbody>
</table>
Strategic Plan Development

Graphical representation of strategic planning process:
- **Strategic Planning Leadership Retreat**
- **Strategic Plan Committees**
- **Line Units**

Diagram includes:
- **Goal**
- **Strategy**
- **Sub-strategy (optional)**
- **Top Level Tactical/Action Plans**
- **Develop Section, Manager, or Divisional Action Plans**

Steps in the process:
- Define
- Measure
- Analyze
- Improve
- Control
Strategic Plan Committees

- Review/prioritize Strategies for timeframe of 3 years beginning FY2014.
  - Develop new Strategies ad hoc

- Develop Top Level Tactics for each Strategy.
  - Identify PMs, specific activities, begin/end dates, Line Unit Owner

- Evaluate/monitor progress
  - Line Unit Owner feedback
  - 6-mos & 1-yr reviews

Source: http://techblog.faithhighway.com/teamwork/
## Strategic Plan Committees

<table>
<thead>
<tr>
<th>New Strategic Goals</th>
<th>Admin Exec Rep</th>
<th>Staff &amp; Staff Council (SC) Representatives*</th>
<th>Division Rep</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. WORKFORCE</td>
<td>1 SME-1</td>
<td>SC: 1  Staff: 3</td>
<td>2</td>
</tr>
<tr>
<td>1. CUSTOMERS</td>
<td>2</td>
<td>SC: 1  Staff: 1</td>
<td>4</td>
</tr>
<tr>
<td>1. IMPROVE &amp; INNOVATE</td>
<td>2</td>
<td>SC: 1  Staff: 2</td>
<td>3</td>
</tr>
<tr>
<td>1. FINANCIAL VIABILITY</td>
<td>3</td>
<td>SC: 1  Staff: 1</td>
<td>3</td>
</tr>
<tr>
<td>1. SME</td>
<td>1 SME-1</td>
<td>SC: 1  Staff: 3</td>
<td>2</td>
</tr>
</tbody>
</table>
Moving from Top Level Tactics to Activities (Action Plans)
## Using DMAIC to Build Action Plans

### Define: What you currently know.
- A problem statement
- The customer(s)- direct, indirect, stakeholders
- What are the critical process outputs?
- The target process

### Measure: The data collection step
- Define the measurement plan
- Test the measurement system
- Collect the data

### Analyze: Analyze the data collected
- Identify gaps between current performance and goal performance
- Identify how the process inputs (Xs) affect the process outputs (Ys)
- List and prioritize potential opportunities to improve (OFIs)

### Improve: Identify creative solutions to fix problems
- Focus on the simplest and easiest solutions
- Create a detailed implementation plan
- Deploy improvements

### Control: Monitor the improvements to ensure continued success
## Example

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategy</th>
<th>Line Unit Owner</th>
<th>Tactic</th>
<th>Top Level Tactic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce</td>
<td>2. Build ongoing workforce leader development to expand competencies</td>
<td>HR Director</td>
<td>10</td>
<td>Develop a leadership training program to build key competencies for new leaders, managers and supervisor. Include knowledge management and soft skills.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY14</th>
</tr>
</thead>
<tbody>
<tr>
<td>J A S O N D</td>
</tr>
<tr>
<td>1 2 3 4</td>
</tr>
<tr>
<td>Related Goal:</td>
</tr>
<tr>
<td>-------------</td>
</tr>
<tr>
<td>Strategy:</td>
</tr>
<tr>
<td>Committee:</td>
</tr>
<tr>
<td>Top Level Tactic:</td>
</tr>
<tr>
<td>AMOUNT OF TIME TO COMPLETE:</td>
</tr>
</tbody>
</table>

| step1 | Get organized. |
| step2 | Collect and evaluate any data/information available on topic. Capture best practices and benchmarking data. |
| step3 | Develop program. Include process to collect performance metric data. |
| step4 | Communicate the new program to staff. Provide training sessions if needed. |
| step5 | Deploy new program. Collect and evaluate performance metric data. Develop reports and trending. |
| step6 | Obtain feedback from users on suggestions/opportunities for improvement (OFIs). Generate report with key themes. |
| step7 | Based on performance metric data and user feedback, reconvene team. Establish performance target goal. Incorporate OFIs, deploy and monitor. |
Performance Metrics & Targets

• Metric
  ❖ Measures something that should change (improve) as a *result* of a Goal or Strategy
  ❖ Not an action or task

• Target
  ❖ Measurable numbers you want to achieve

*Example:*
# of key competencies development (5 new competencies per Trainee by end of program)
% Satisfaction from Trainees, Senior Management (95% satisfaction rate)
$ Invested per Trainee (less than $1000 invested per Trainee)
Strategic Plan Development
Now What?

- Line Unit Feedback to SP Committees
- SP Committees reconvene & review
- Director Final Approval
- Line Unit deploys using DMAIC (Step 1-7)
  - Form Teams
  - Feedback loop to SP Committee

Tools for Line Unit Owners

• Consistent directories/folders on shared network

• DMAIC template for every Tactic

• Resources
  - Creating Cohesive & Effective Teams
  - QI Tools
  - Progress Reporting templates, calendar
  - Baldrige Winner Best Practices
It’s all about Changing Behavior...

Key Elements of SP Management

• **Dynamic Functionality**
  - Internal/External scanning

• **Training/Education**
  - Line Unit Owners
  - PlanBase Users
  - External Partners

• **Engagement**
  - Physical Dashboard
  - Monthly electronic updates
  - M/V/V Posters
Key Elements of SP Management

• **Accountability**
  - Monthly PlanBase updates
  - Quarterly Admin Exec report
  - Physical Dashboard

• **Assessment**
  - SP Committee 6-mos, 1-yr reviews
  - Change in performance metrics
  - LSIP & Baldrige Re-assessment
Dynamic Functionality: Sweeping the Landscape

Issue or Topic

Org-wide Impact

Impacts:
- Division(s)
- Office of Director
- Multiple Sections

Impacts:
- Single Section

Admin Exec Team Vetting

Align to Strategic Plan

1. Workforce GOAL
   - Tactics

2. Customer GOAL
   - Tactics

3. Improve & Innovate GOAL
   - Tactics

4. Finance GOAL
   - Tactics

5. SME GOAL
   - Tactics

Director(s) Respond

Supervisor Responds

Impacts:
- Single Section

Impacts:
- Division(s)
- Office of Director
- Multiple Sections
PlanBase: Strategic Plan Software

### June '13 All Plans Status

Below is the status of all plans you can view. Links to more detail are provided.

<table>
<thead>
<tr>
<th>Plan Description</th>
<th>Creation Status</th>
<th>Owner</th>
<th>Review Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0: Build a workforce environment conducive to high performance work</td>
<td></td>
<td>Lorelei Kurimski</td>
<td></td>
</tr>
<tr>
<td>2.0: Effectively engage customers and stakeholders to support organizational sustainability</td>
<td></td>
<td>Lorelei Kurimski</td>
<td></td>
</tr>
<tr>
<td>3.0: Enhance organizational focus on commitment to improvement, innovation, and sustainability</td>
<td></td>
<td>Lorelei Kurimski</td>
<td></td>
</tr>
<tr>
<td>4.0: Assure financial stability and establish priorities for improvement</td>
<td></td>
<td>Lorelei Kurimski</td>
<td></td>
</tr>
</tbody>
</table>

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Questions?

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