Strategic Planning Toolkit

Inter Tribal Council of Arizona Inc.
Tribal Epidemiology Center

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Background
Inter Tribal Council of Arizona Inc.

The Inter Tribal Council of Arizona was established in 1952 to provide a united voice for Tribal governments in the state of Arizona to address common issues of concerns. On July 9, 1975, the Council established a private, non-profit corporation, Inter Tribal Council of Arizona, Inc. (ITCA), under the laws of the State of Arizona to promote American Indian self-reliance through public policy development. ITCA provides an independent capacity to obtain, analyze, and disseminate information vital to American Indian community self-development. The mission of ITCA is to *provide its Member Tribes with a united voice and the means for united action on matters that affect them collectively or individually.*

Tribal Epidemiology Center

The Inter Tribal Council of Arizona, Inc. Tribal Epidemiology Center values trust, service, and integrity above all else. We provide responsive, confidential, reliable, practical, high-quality professional epidemiologic services and products that address current and future public health challenges among tribal nations. We do this by promoting tribal self-determination, partnerships, innovation, resourcefulness, accountability, and sustainability. Our goal is to eliminate health inequities among American Indian Nations within three generations.

Our mission is to build Tribally-driven public health and epidemiologic capacity among Tribes in the Phoenix and Tucson Indian Health Service Areas by assisting Tribes with health surveillance, research, prevention, and program evaluation for planning and policy decision making in order to improve community health and wellness.

We envision our group to be a strong, interwoven group of centers working together to develop a National Tribal Epidemiology Center narrative; enhanced data access and stewardship; respected multi-directional public health collaborations; and a diverse sustainable funding base. We work together for the betterment of the health of American Indian and Alaska Native people living in a variety of settings in the United States.

The ITCA TEC's mission is to build tribally-driven public health and epidemiologic capacity among tribes in the Phoenix and Tucson Indian Health Service areas by assisting tribes with health surveillance, research, prevention, and program evaluation for planning and policy decision making in order to improve community health and wellness. The goal of the ITCA TEC is to build independent tribal capacities to collect and use community health information in directing programs, managing resources, and building relations with local, state, and federal public health systems.

The ITCA TEC provides technical assistance in the following areas:
- Improving disease surveillance capabilities through data analyses, interpretation, and dissemination of information;
- Providing communication and education for disease outbreak investigation and response;
- Developing epidemiologic studies; and
- Assisting with disease prevention and health promotion activities.

Figure 1: TEC Service Areas

Purpose of the Toolkit

This toolkit serves as a planning tool outlining the strategic planning process complete with tools that can be found in the appendix. Each step outlined in the process can be tailored to fit your Tribe's strategic planning needs to develop and improve your Public Health Infrastructure.

The Opioid Crisis

An Overview of the Opioid Crisis

Background
The Beginning of the Opioid Crisis

In 2017, Health and Human Services declared a public health emergency regarding the Opioid Crisis. National public awareness of the Opioid Crisis began in the late 1990's, the combined result of the pharmaceutical industry, healthcare systems, and medical providers' underestimation of the harm prescription opioids posed to the public. The pharmaceutical industry did not communicate the addictive possibilities of their opioids effectively to medical practitioners. Opioid pain relievers were used to treat pain in high doses for long durations, occurring parallel to growth in prescription rates. Additionally, there was a lack of capacity at the onset, by both providers and healthcare systems, to identify and engage with patients who were misusing prescribed opioids.[1]

Together, these systemic failures resulted in the death of more than 300,000 opioid overdoses since 2000. Opioid overdose deaths were five times higher in 2016 than in 1999. As of 2016, 116 people die daily from opioid-related overdoses.[2]

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[1] Jones, Christopher PharmD, MPH. (March 2018)
[2] Center for Behavioral Health Statistics and Quality. (2017).

Figure 2. Definitions of Key Opioid Terminology[3] [4] [5]

Opioids	• A class of drugs that inlcude the illegal drug heroin, synthetic opioids such as fentyanyl, and pain relivers available legally by prescription such as oxycodone, hydrocodone, codeine, morphine, and many others.
Street Drug - Heroin	• Heroin is an illegal, highly addictive drug processed from morphine, a naturally occurring substance extracted from the seed pod of certain varieties of poppy plants
Prescription Opioids	• Prescription opioids can be used to treat moderate-to-severe pain and are often prescribed following surgery or injury, or for health conditions such as cancer. In addition to the serious risks of addiction, abuse, and overdose, the use of prescription opioids can have a number of side effects, even when taken as directed.
Synthetic Opioids	• A class of drugs that is designed to provide pain relief, mimicking naturally occuring opioids (i.e. codeine and morphine). Synthetic opioids tend to be highly potent, which means only a small amount of the drug is required to produce a given effect, they can be both legally and illegally made. Tremadol and fentanyl are legally prescribed by doctors, fentanyl can be made illegally as well.

The Opioid Crisis in Indian Country

Indian Country has not been spared during the Opioid Crisis; substance and drug abuse have been prevalent issues for decades in Indian Country. Identifying and assessing the full effect opioids have in Indian Country is difficult due to the lack of consistent data. Misidentification of American Indian and Alaska Natives ("AI/AN"), occurs when health records, death certificates, and other forms of official records mark AI/AN as races other than said race.[6] Data derived from governments in regards to AI/AN's are often limited and use varying definitions of AI/AN's; the results are a lack of consistent data with under- and over-counts of said population.[7] [8]

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[3] National Institute on Drug Abuse (2018) Opioids. National Institute of Health.

[4] Center for Disease Control and Prevention (August 2017) Prescription Opioids.

[5] Center for Disease Control and Prevention (December 2018) Synthetic Opioid Overdose Data.

[6] Joshi S, Weiser T, Warren-Mears V. Drug, Opioid-Involved, and Heroin-Involved Overdose Deaths Among American Indians and Alaska Natives — Washington, 1999–2015.

[7] National Congress of American Indians: Policy Research Institute (October 2018). The State of Tribal Data Capacity in Indian Country: Key Findings from the Survey of Tribal Data Practices.

[8] Tipps, Robin T., Buzzard, Gregory T., McDougall, John A. (Summer 2018). The Opioid Epidemic in Indian Country.

Data that has been collected indicates AI/AN are disproportionately affected by opioids compared to other groups. From 2013 to 2015, AI/AN overdose mortality rates were 4.1 times higher than that of Whites.[9] Opioid-related fatalities affect AI/ANs three times more than that of Blacks and Hispanic-Whites.[10] Overall, the mortality rate of opioid overdose has risen over the past two decades. In 1999, the age-adjusted rate was 2.9 deaths per 100,000; in 2016, it was 13.9.[11] National Health Survey data indicates that AI/AN's aged 18 and older reported misusing a prescription drug at 5.2% (n=72,000) during 2015, this same group also reported at 4% (n=56,000) the misuse of prescription pain relievers in 2015.[12] While data may not be consistent, the evidence indicates a clear and distressing sign of the ongoing and growing opioid crisis in Indian Country.

Opioid Prevention through Health Policy

In regards to Federal health policies focusing on AI/AN opioid prevention, the Indian Health Manual ("IHM") has two current policies, with additional pending policies. The IHM was developed as a reference for Indian Health Services ("IHS") employees to understand and follow policy and procedural instructions. The two current policies focus on pain management and/or opioid prescription oversight. In addition to the current policies in place, there are two pending policies: the first focuses on expanding access to naloxone in Tribal Communities, specifically for first responders; the second utilizes telehealth services to increase and expand providers designation to access medication-assisted treatment.[13]

- ◼ IHM Part 3, Chapter 30 – Chronic Non-Cancer Pain Management: *Added to the IHM in June 2014, this provides best practice guidelines for the management of chronic non-cancer pain. Currently, it is under revision to align with the CDC Guidelines for Prescribing Opioids for Chronic Pain 2016.[14]*

- ◼ IHM Part 3, Chapter 32 – State Prescription Drug Monitoring Programs: *Added to the IHM in June 2016, this focuses on establishing requirements for IHS to work with State PDMP to be able to request reports on new and current patients being prescribed opiates for acute and chronic pain. Additionally, it established requirements for IHS*

[9] Joshi S, Weiser T, Warren-Mears V. Drug, Opioid-Involved, and Heroin-Involved Overdose Deaths Among American Indians and Alaska Natives — Washington, 1999–2015.

[10] Murphy, T., Pokhrel, P., Worthington, A., Billie, H., Sewell, M., & Bill, N. (2014). Unintentional injury mortality among American Indians and Alaska Natives in the United States, 1990-2009.

[11] Tipps, Robin T., Buzzard, Gregory T., McDougall, John A. (Summer 2018).

[12] Center for Behavioral Health Statistics and Quality. (2017). 2016 National Survey on Drug Use and Health: Detailed Tables.

[13] National Congress of American Indians Policy Research Center (March 2018) The Opioid Epidemic: IHS Response to a National Crisis

[14] National Congress of American Indians Policy Research Center (March 2018)

Pharmacies to report dispensing data and conduct PDMP queries prior to dispensing outside prescriptions.[15]

Health and Human Services Five-Point Strategy

Health and Human Services announced a Five-Point Strategy to empower local communities to address the opioid crisis in 2017, including:

1. **Improve access to prevention, treatment, and recovery support services** to prevent the health, social, and economic consequences associated with opioid addiction and to enable individuals to achieve long-term recovery;
2. **Target the availability and distribution of overdose-reversing drugs** to ensure the broad provision of these drugs to people likely to experience or respond to an overdose, with a particular focus on targeting high-risk populations;
3. **Strengthen public health data reporting and collection** to improve the timeliness and specificity of data and to inform a real-time public health response as the epidemic evolves;
4. **Support cutting-edge research** that advances our understanding of pain and addiction, leads to the development of new treatments, and identifies effective public health interventions to reduce opioid-related health harms; and
5. **Advance the practice of pain management** to enable access to high-quality, evidence-based pain care that reduces the burden of pain for individuals, families, and society while also reducing the inappropriate use of opioids and opioid-related harms.

Figure 3. HHS 5-Point Strategy to Combat the Opioid Crisis[16]

Better addiction prevention, treatment, and recovery services

Better data

Better pain management

Better targeting of overdose reversing drugs

Better research

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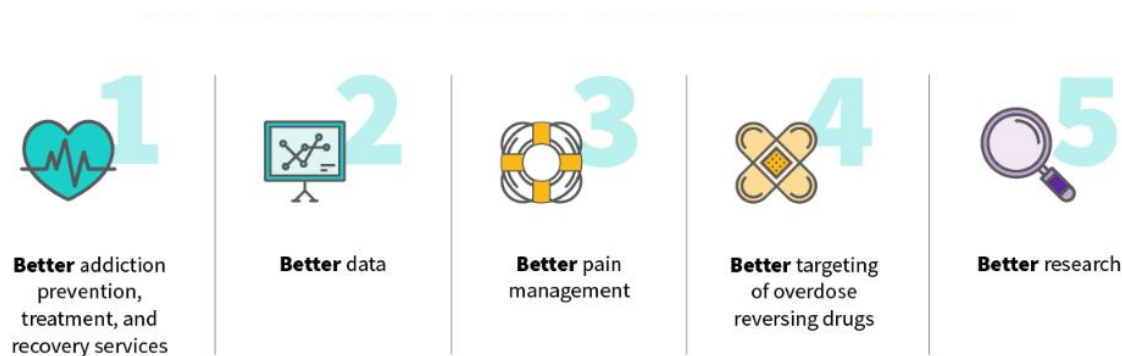
[15] National Congress of American Indians Policy Research Center (March 2018) The Opioid Epidemic: IHS Response to a National Crisis.

[16] Health and Human Services. (March 2017) 5-Point Strategy to Combat the Opioid Crisis.

Introduction to Strategic Planning

Strategic Planning Principles

What is a Strategic Plan?

- Evaluates **WHERE** a program or organization currently stands
- Determines **WHERE** a program or organization is going by answering the questions:
  - "**WHAT** is our purpose?"
  - "**WHAT** do we set out to achieve?"
- Identifies **HOW** a program or organization is going to get there
- Outlines **WHAT** needs to be done, by **WHO** and by **WHEN**?
- Provides both direction and flexibility to reach achievement

How Do We Get There?[17]

- Identifying Resources
- Roles and Responsibilities
- Fiscal/Budget Principles
- Role of Communication

The Elements of a Strategic Plan

- Vision – What would success look like?
- Mission – Why do you exist?
- Values – How we act, individually and together
- Goals – Specific, Measurable, Attainable, Relevant, Timely, to achieve your Vision and Mission
- Objectives – Strategies to attain goals
- Action Steps – Specific steps to implement your Objectives
- Measures – How you track progress and make adjustments

Figure 4: How Do We Get There?[17]

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17 Blue Stone Strategy Group. (2016). How Do We Get There?

- Leadership Commitment
- Shared Vision/United Front/Values
- Communication to Staff and Community
- Financial Understanding
- Defined Roles and Responsibilities
- Strategic Roadmap
- SMART Goals tied to Accurate Budgets
- Prioritization of Key Objectives

Benefits of a Strategic Plan

- Valuable in both organizations and programs/departments
- Ensures clarity of purpose throughout a program or organization
- Establishes realistic goals and objectives in line with overall "big picture"
- Focuses available funding and staffing resources on key objectives
- Communicates goals and objectives to all in the program or organization (Inform, Motivate, Involve)
- Builds consensus and develops ownership of goals
- Establishes benchmarks for measurement of progress

Without a Plan

- Staff can become complacent
- System becomes reactive
- Syndrome of "we've been talking about that for many years – when are we going to DO something?"
- Don't know exactly where you are going, so you don't know how to get there or how long it should take
- Unsure of the costs associated
- May result in a lot of false starts
- You may eventually get there but after a lot of wasted time, energy, and money

Why Some Programs or Organizations Choose Not to Develop a Plan

- Unfamiliarity with planning as a tool
- Because some past plans weren't implemented or think planning is useless
- Discomfort with prioritizing – everything's important
- Lack of commitment
- Lack of resources or skillsets
- There may be a crunch in cash flow or leadership positions need to be filled first
- Management overwhelmed with daily tasks/putting out fires
- Too occupied with multiple challenges that one can't keep the big picture in mind

With a Plan

- Roadmap for success is developed, focused on priority goals and objectives
- Informed decisions based on various options and their overall costs and impacts
- Objectives are identified - action steps are clear and concise
- Better handle of day-to-day duties of implementation while making progress on major initiatives
- Helps to reduce crisis and minimize confusion
- Responsibilities are clarified, current resources are focused on goals, and additional resource needs can be identified
- Accountability is increased
- Key goals and objectives are achieved

Planning for Success: The Integrated Approach

Successful planning integrates several elements to ensure completeness[18].

Community Needs

- Tribal Services
- Job Opportunities
- Local Economic Benefit

Strategy

- Purpose of Services/Programs
- Community Involvement

Data Gathering

- Community Demographics
- Evaluate Awareness

Financial

- Cost/Benefit of Services
- Return on Investment

Figure 5: An Integrated Approach[18]

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18 Blue Stone Strategy Group. (2018). An Integrated Approach.

Building a Strategic Plan

Planning Steps to Building a Strategic Plan

Planning Step 1: Identify the Purpose of Your Strategic Plan

- Define the purpose of the organization's plan. For example:
    1. Health betterment
    2. Sustainable health programs
    3. New services
    4. Opportunity to partner with local entities

- What are the program(s)/department(s) core competencies*? For example:
    1. Health Promotion
    2. Health Education
    3. Leadership
    4. Technology
    5. Customer service
        * Not necessarily industry focused but core competencies that are transferable

Planning Step 2: Identify Leadership's Roles & Responsibilities

- Leadership/Board of Directors, etc.
    1. Establish long-term vision
    2. Overall expectation, direction, and cultural relevance
    3. Build the capacity towards self-sufficiency
    4. Exercise Sovereignty and Self-Determination
    5. Establish and prioritize goals, objectives, and action steps
    6. Gather relevant data and stakeholder input
    7. Review and approve final Strategic Plan for distribution and implementation

Planning Step 3: Identify Organization's Core Values

- What Are Program Core Values?
    1. They are developed to frame an ethical context for the program
        a. "Ethical standards" of the program
    2. They are the foundation for decision making within the program

- Why Core Values are Important[19]
    1. Values are the principles and ideals that bind the organization together including the clients/patients, employees, vendors, and all stakeholders
    2. Are intended to set the standard of practice for all professionals

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[19] Bureau of Primary Health Care. (2016). Vision Statement, Mission Statement and Core Values.

3. When directors', managers', and employees' values do not match those of the organization – stated or implied – the results could be turnover, decreased productivity, dissatisfaction
4. Sharing the same value systems tends to lead to success within the program
5. The mission and vision of the program are supported by the values
6. Values should proactively guide the behaviors in everyday practice

■ Examples of Core Values from other organizations

Core Values	
Northwest Tribal Epidemiology Center	• Tribal Sovereignty • Model Leadership • Holistic Health Promotion • Disease Prevention
Rocky Mountain Tribal Epidemiology Center	• High Quality Work • Honest and Open Communication • Integrity • Respect and Trust • Service and Humility • Unity of Purpose • Intellectual Curiosity
Puyallup Tribal Health Authority	In acknowledging the rich diversity of culture that our patients and co-workers share, the PTHA and its employees uphold and seek to emulate the following organizational values: • Respect: *Treating each patients and co-workers with honor, compassion, and courtesy;* • Honesty: *Dealing with patients and co-workers in a sincere, trusting and fair manner* • Quality: *Striving for the highest level of excellence*

Planning Step 4: Vision and Mission Planning

■ Vision Statement
1. What is in a Vision Statement?
   a. A clear guide of where a program will be <u>in the future</u>
   b. Defines what success of the program would look like
   c. Intended to serve as a clear guide for choosing current and future courses of action

- ■ Why a Vision is Important?
    1. Use your vision as the basis for establishing strategy
    2. It establishes your core ideology and helps identify a set of core values
    3. It is the envisioned future
    4. It is a description of what things should look like when you achieve your goals

- ■ Key Considerations When Developing Your Vision Statement
    1. It should be short phrases or sentences that convey your program's hopes for the future
    2. Use your vision to inspire and uplift everyone involved in your effort
    3. The vision should be future-oriented, big picture, and easily memorable
    4. Use your vision and external trends as the primary source of information for establishing direction
    5. Establish a greater focus on external measures of performance rather than internal financial measures
    6. Thinking of things in a long-term, broad sense, without sounding generic
        a. If you're too specific, you will limit your vision and it won't be applicable ten years down the road[20]

- ■ Examples of Vision Statements

Vision Statements

Northwest Tribal Epidemiology Center	Wellness for the 7th Generation
Rocky Mountain Tribal Epidemiology Center	Healthy Tribal communities that are sustained through lasing collaborative partnerships
Sault Tribe Health Division	The Vision of the Health Services Programs as defined by the Governing Director is: • To plan and develop a comprehensive, integrated community-based health care delivery system, with input and participation of the Tribal Board of Directors, health committee, Health staff, and members of each of our tribal community areas. • To provide wide spread traditional healing and prevention components along with timely, appropriate, and efficient access to care. • To have all tribal members have a defined benefit package of basic health care services delivered by well qualified health care professionals. • To have a highly integrated healthcare network within and outside the tribal government with the goal of improving the health status of tribal members and the tribal community.

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[20] Abaris Consulting. (2012). Best Practices: Is Your Strategic Plan up to Snuff?

■ Mission Statement
    1. What is a Mission Statement?
        a. Short narrative describing the general focus or purpose of the program
        b. Provides description of the current efforts of a program
        c. Different from the vision statement, but similar – it should inspire action

■ Why a Mission Statement is Important?
    1. It establishes how you will fulfill the Vision over the next 3 – 5 years
    2. Helps guide in the development of goals and objectives
    3. Explains the fundamental outcomes the program is working to achieve
    4. Describes the current focus of a program and what is important
    5. It also may reflect the philosophy behind the program

■ Examples of Mission Statements

Mission Statements

Northwest Tribal Epidemiology Center	Eliminate health disparities and improve the quality of life of American Indians and Alaska Natives by supporting Northwest tribes in their delivery of culturally appropriate, high quality healthcare.
Rocky Mountain Tribal Epidemiology Center	The Rocky Mountain Tribal Epidemiology Center empowers American Indian Nations and urban Indian populations by building driven public health and epidemiological capacity through outreach and creative partnerships.
Urban Indian Health Institute	The mission of the UIHI is to support the health and well-being of urban Indian communities through information, scientific inquiry and technology.
Southern Ute Indian Tribe	Strengthening the circle of wellness by providing progressive, traditionally balanced, compassionate, comprehensive health care to members of the Southern Ute Indian Tribe.

Planning Step 5: Create a Realistic Timeline

It is important to set a realistic timeline in order to provide your team with the necessary time to be successful throughout the planning stages. The following graphic is an example timeline with tasks/activities, responsible party, identified resources needed and timelines.

Example Timeline[21]

Example Timeline

List Team Members:

Name of Initiative
Work Plan 2018
45 Days

Week Of:

Category	Activity	Team Member Assignments	Resources and Notes	7-May	May-18	21-May-18	28-May-18	4-Jun-18	11-Jun-18	18-Jun-18	25-Jun-18
Project Launch											
	Work plan development			▓							
	Team alignment meeting			▓							
	Alignment with POC meeting			▓	▓						
Logistics											
	Develop and submit initial data request				▓						
	Schedule initial onsite visit										
	Onsite visit (2 Days)					▓					
	Initial Visit (tour, interviews, data)					▓					
Project Execution											
	Task 1				▓						
	Subtask 1				▓						
	Subtask 2				▓						
	Subtask 3				▓						
	Subtask 4					▓					
	Subtask 5					▓					
	Task 2										
	Subtask 1				▓	▓					
	Subtask 2					▓					
	Subtask 3						▓	▓	▓	▓	▓
	Task 3					▓	▓				
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								▓			
Final Report	Develop action plan with recommendations								▓	▓	
	Management review of recommendations								▓	▓	
	Verbal report to success of Scope of Work									▓	▓
	Deliverable: PowerPoint Presentation of Final Recommendations									▓	▓
Team Debrief	Conference Call										▓

Under "Project Execution" the left column reads: **List Category/ Phases, list main tasks & subtasks with estimated time to complete**

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[21] Blue Stone Strategy Group. (2018). Example Timeline.

Planning Step 6: Resource Allocation

- This is important to include so that resources are allocated accordingly.
    1. Identifying all Resources
    2. What Resources do you have to accomplish your goals? For example:
        a. Facility/Land Base
        b. Community support/buy-in
        c. Proximity to high traffic areas
        d. Medical Tourism Destinations
        e. Strong tradition, cultural history, and community
- Identify all resources and identify if they are working in coordination or working independently. Create a list including all:
    1. Ongoing activities
    2. New activities
    3. Proposed activities

Planning Step 7: Budgeting & Financial Assessment

- Best Practices in Financial Planning: Develop a financial plan and a budget that creates the framework to allocate resources to achieve your strategic goals and objectives:
    1. Create/conduct annual, bi-annual, quarterly reviews:
        a. To keep in line with proposed budget allocation
        b. To determine if there will be cost overruns
        c. To determine if budget modifications are needed
        d. To maintain expenditures are consistent with the purpose
    2. Identify Metrics for Trending & Forecasting
        a. Each month Directors/Managers should receive an updated budget report to review actual funding and expenses in order to compare prior planned funding and expenses.
        b. Provides Directors/Managers an idea of whether they are operating according to plan or not, including where they will need to cut down on expenses and pursue additional funding or modify the budget.
    3. Participate in Efficiency Planning
        a. Become more efficient in providing services
        b. Review the program's financial situation and opportunities
        c. Rationalize, restructure, and streamline
        d. Increase funding streams through additional funding sources (grants, foundations, loans, etc.)
        e. Better utilization of existing facilities and resources
        f. Capital project planning and funding needs
        g. Postpone implementing some activities until plans are developed and approved

- The Role of Fiscal Principles
    1. Financial Management Policy
        a. Clearly defines fiduciary responsibilities from the Leadership/Board/Director(s)/Management level to the staff level
            i. Cost allocation
            ii. Budget administration
            iii. Receipts, banking disbursing, and fund authorization
            iv. Financial planning and investments
            v. Procurement
            vi. Audit and internal control
            vii. Internal policies and procedures for day-to-day operations
    2. Budget Administration
        a. Systematic Budget Monitoring and Reporting
            i. Timely (monthly/quarterly) reviews in coordination with the Director(s) and the Board(s)
            ii. Review actual budget and expenses
            iii. Comparison of prior planned funding and expenses to actual expenses
            iv. Process to identify cost overruns and to make modifications as needed
            v. Ensuring the budget matches service expectations

Figure 6: Considerations in Budget Planning & Implementation[22]

Define Goals	• What are the priorities for the next budget cycle?
Define Objectives	• What do you expect to be accomplished?
Assign Responsibilities	• Who will do the work to manage and operate the programs and services that will accomplish your goals & objectives? • Will it be a Board(s), director(s), or manager(s)?
Develop Metrics	• How will success be defined? How will progress be defined? • How can you determine if you financial investment is making a difference? SMART Goals
Develop Time Frame	• One-Year budget? Two-Year? • How often will you monitor the budgt? Monthly, quarterly, yearly?
Allocate Resources	• How much money should you budget for programs and services? • What other resources are needed? Capital, land, equipment, other?

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[22] Blue Stone Strategy Group. (2016). Budget Planning & Implementation.

Strategic Action Planning

Strategic Action Planning

Step 1: Conduct SWOT Analysis

■ A SWOT analysis guides you in identifying your program or organization's strengths (S) and weaknesses (W), as well as broader opportunities (O) and threats (T).[23] Strengths and weaknesses are internal and within the organization's scope of work and control. Opportunities and threats are external and are trends outside the program or organization's direct control.
   o Prior to developing a SWOT analysis, you should identify the internal and external entities that will affect successfully planning for your program. *Below is a chart to help identify internal and external entities.*

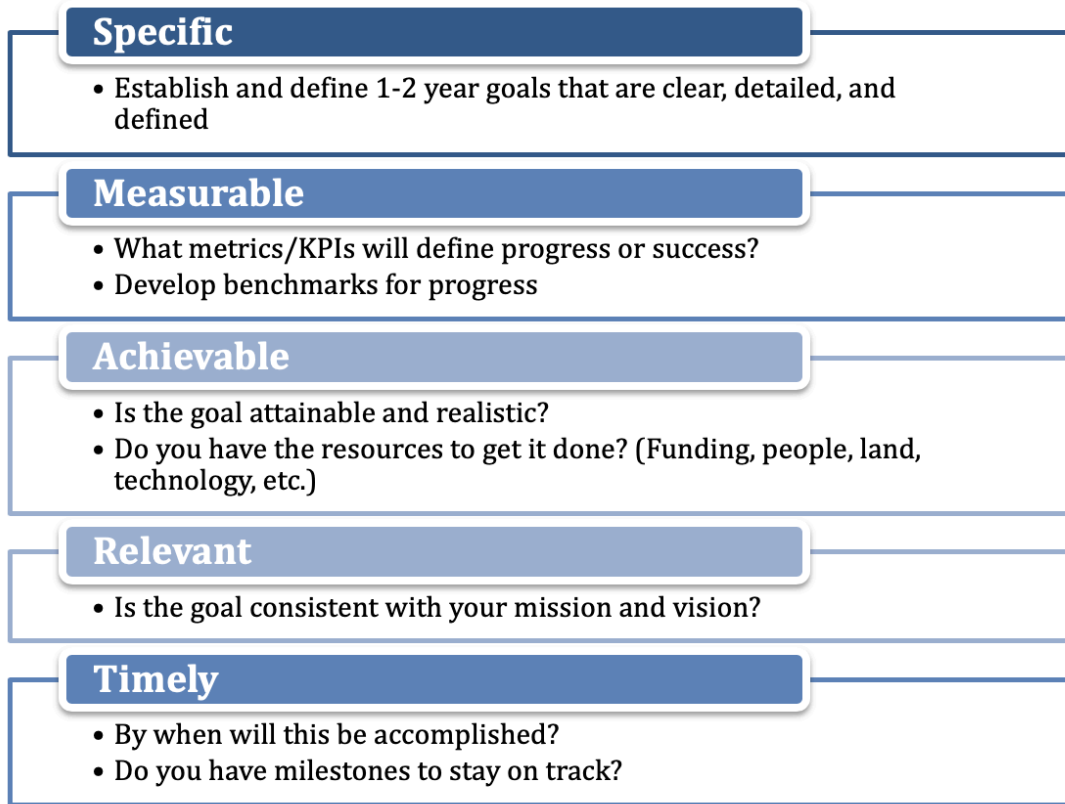| Internal	External
• Department Culture • Department/Program Image • Organizational Structure • Key Staff/Program Staff • Access to resources • Efficiency and capacity of program/department • Awareness of Program/Department • Financial Resources	• Customers: Community/Tribal Members • Competitors: IHS, County/State Health Departments, Non-Profit Health Programs • Partners: Health Department, IHS • Social Changes: Federal government agenda/budget trends • New technology • Economic Environment • Political and Regulatory Environment

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[23] Workgroup for Community Health and Development at the University of Kansas. (2016).

Figure 7: SWOT – Strengths, Weakness, Opportunities & Threats[24]

S	W	O	T
Strengths	**Weakness**	**Opportunity**	**Threats**
• What advantages does your community/organization have? • What do you do better than anyone else • What is unique about your organization?	• What could you improve? • What should you avoid? • What do people in your industry see as weakness?	• What areas of opportunity for improvement? • Technology • Policies • Collaboration • What interesting trends are you aware of?	• What obstacles do you face? • What are competitors doing? • Do you meet quality standards? • Budgeting alignment? • Are any of your weaknesses threats?

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[24] Blue Stone Strategy Group. (2016). SWOT.

Step 2: Implement SMART Methodology - Establishing SMART goals

Specific
- Establish and define 1-2 year goals that are clear, detailed, and defined

Measurable
- What metrics/KPIs will define progress or success?
- Develop benchmarks for progress

Achievable
- Is the goal attainable and realistic?
- Do you have the resources to get it done? (Funding, people, land, technology, etc.)

Relevant
- Is the goal consistent with your mission and vision?

Timely
- By when will this be accomplished?
- Do you have milestones to stay on track?

Step 3: Goal Setting Responsibilities

- Leadership, Board, Director/Manager, and Organizational Responsibilities
    1. Setting overall service/program priorities and goals
        a. Defining programming direction and controls
        b. Ensure goals are aligned with mission and vision
    2. Defining management's responsibilities and implementation
        a. Defining accountability and oversight
    3. Conducting regular evaluation and review of progress
        a. Setting departmental performance expectations
        b. Fiscal monitoring, trending, and forecasting

Goal Planning Best Practices: General Planning Implementation

This process chart depicts the elements to identify in the development of each goal.

Figure 8: Goal Setting Process[25]

| Goals | Objectives | Tasks | Resources | Responsible Party | Timeline |
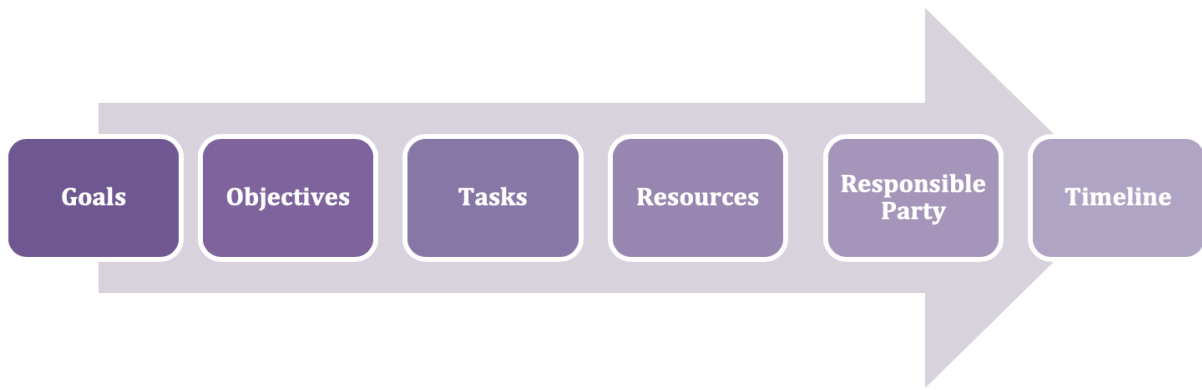
Step 4: Prioritizing Goals

- Prioritizing Goals: Considerations in prioritizing goals
    1. Where is the organization today?
    2. What do we want our organization to be like in the future?
    3. What are our strengths and advantages as we move into the future?
    4. How can we effectively move toward the future?

Where Are We Now? → **Where We Want To Go?** → **How To Get There?**

- Best Practices: Prioritization of key goals and defining responsibilities
    1. Define goals in context of top priorities
    2. Work with departments/staff to list issues/hurdles and potential solutions
    3. Seek advice from like or common departments
    4. Identify costs, assign budget line items and map to revised goals, activities, & timelines
    5. Create specific action steps and assign responsibilities

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[25] Blue Stone Strategy Group. (2016). Goal Planning.

Figure 9. Example of Eisenhower Decision Matrix
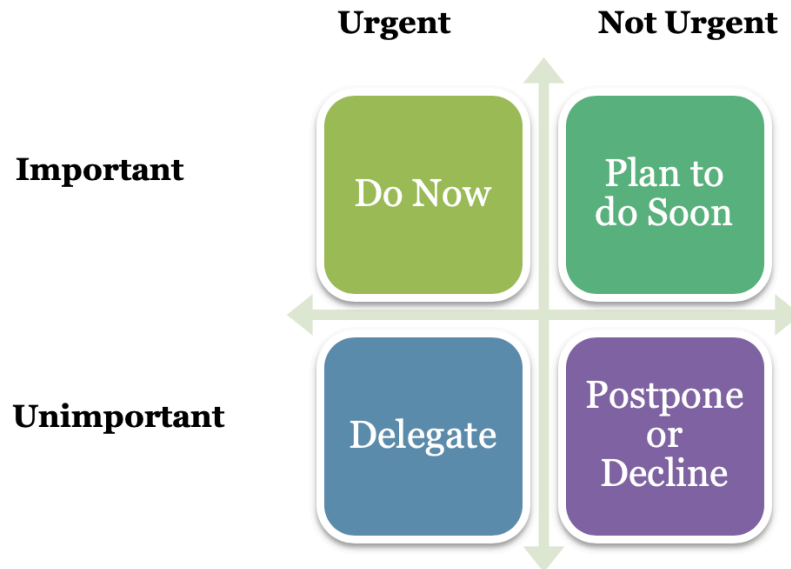
Step 5: Establish Timeline Expectations

- Considerations in establishing timeline expectations:
    1. Determine both short- and long-term expectations
    2. Make sure that expectations are realistic
    3. Consider funding/budget guidelines and limitations
    4. Establish milestones to mark progress

Step 6: Objective and Action Step Planning

- Guidelines for Setting Objectives to Achieve Goals[26]
    1. Specify a time frame (for example, one year).
    2. Take into consideration the strengths and weaknesses of your business and competition.
    3. Address annual revenue and profit goals.
    4. Take into consideration current resources
    5. Always try to write realistic objectives.
    6. Keep the number of objectives manageable (probably no more than five or six objectives).

- Utilizing the Action Planning template in Appendix B helps to outline some of these key guidelines.

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[26]Community Futures. (2018). Objectives and Action Plan.

Step 7: Measuring Success

- Re-validate that each project/priority remains aligned with your mission and vision
- Apply metrics and key performance indicators
- Ensure project/priority performance meets or exceeds program/department goals and objectives
- Identify who will be responsible for the following:
    1. Budget Monitoring
    2. Benchmarking
    3. Enforcing Accountability

Figure 10: Measuring Success[27]

Develop Ways to Measure Goals
- Budget
- Community Awareness
- Growth Potential

Develop Realistic Time-frames
- Monthly
- Quarterly
- Annually

Measure Progress
- Evaluations
- Reports
- Budget
- Output

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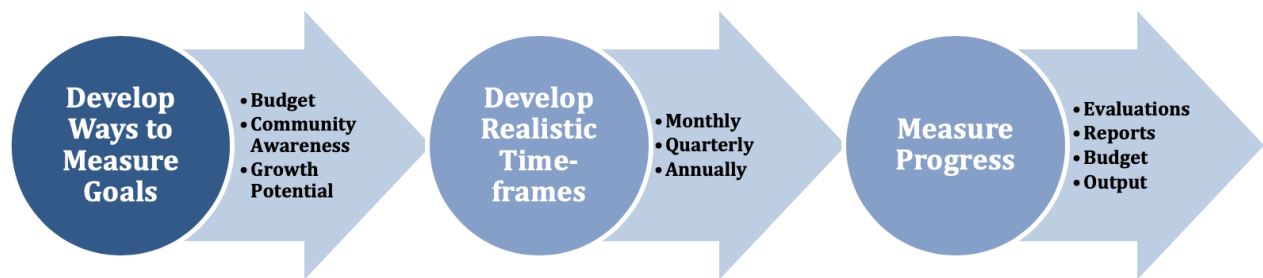
[27] Blue Stone Strategy Group. (2016). Measuring Success.

The 10 Essential Public Health Services

Public Health infrastructure provides the necessary foundation for undertaking the basic responsibilities of public health, which have been defined as the 10 Essential Public Health Services

Figure 11: The 10 Essential Public Health Services
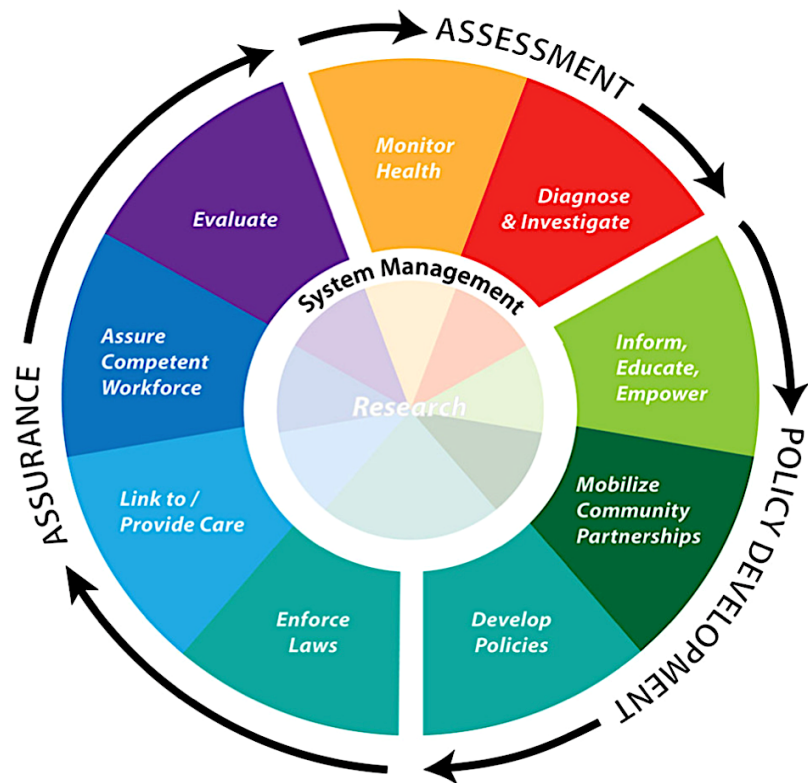
1. **Monitor** health status to identify and solve community health problems.

2. **Diagnose and investigate** health problems and health hazards in the community.

3. **Inform**, **educate**, and **empower** people about health issues.

4. **Mobilize** community partnerships and action to identify and solve health problems.

5. **Develop policies and plans** that support individual and community health efforts.

6. **Enforce** laws and regulations that protect health and ensure safety.

7. **Link** people to needed personal health services and assure the provision of health care when otherwise unavailable.

8. **Ensure** competent public and personal health care workforces.

9. **Evaluate** effectiveness, accessibility, and quality of personal and population-based health services.

10. **Research** for new insights and innovative solutions to health problems.
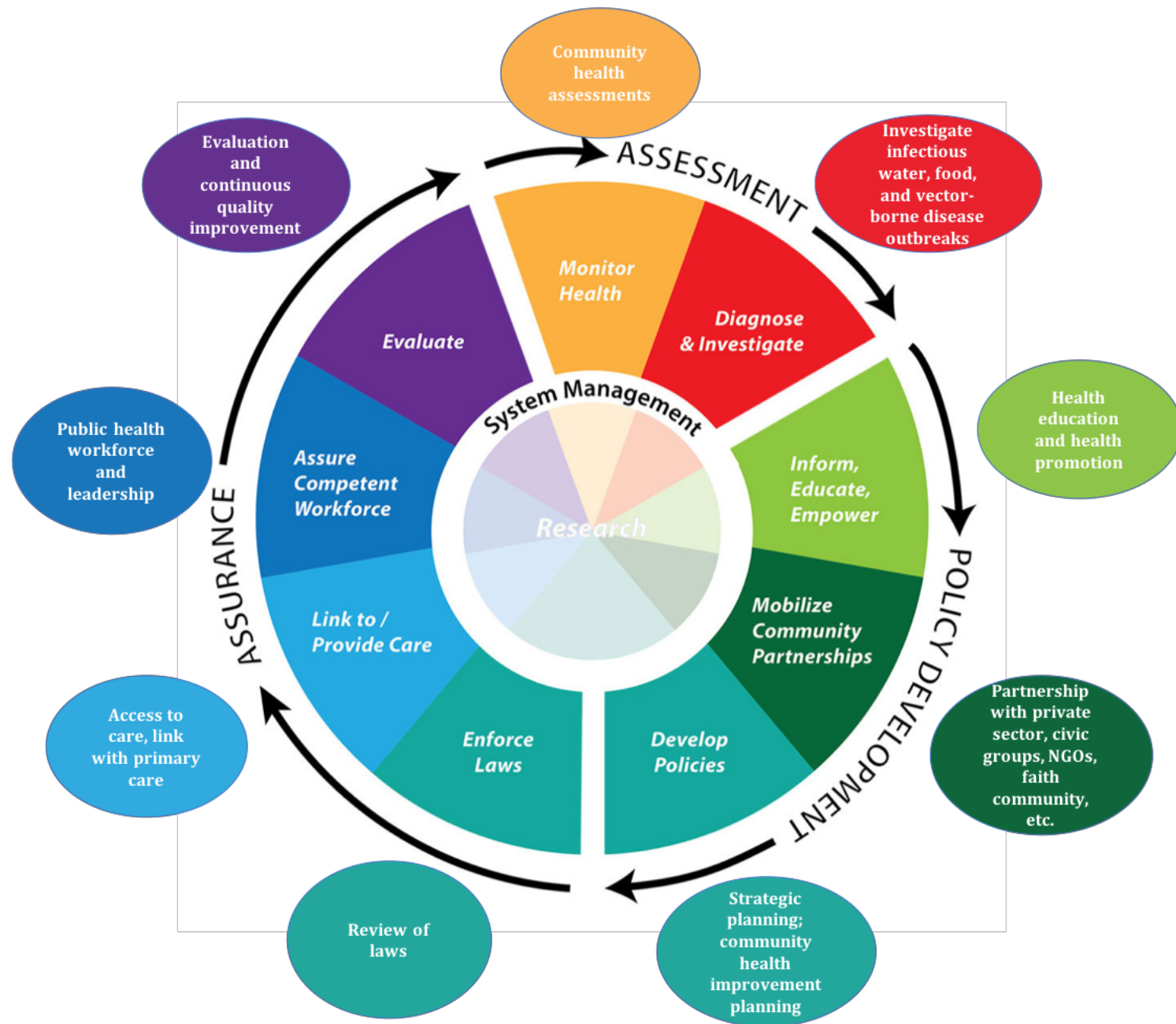
The 10 Essential Public Health Services arranged in a wheel diagram:

ASSESSMENT
- Monitor Health — Community health assessments
- Diagnose & Investigate — Investigate infectious water, food, and vector-borne disease outbreaks

POLICY DEVELOPMENT
- Inform, Educate, Empower — Health education and health promotion
- Mobilize Community Partnerships — Partnership with private sector, civic groups, NGOs, faith community, etc.
- Develop Policies — Strategic planning; community health improvement planning
- Enforce Laws — Review of laws

ASSURANCE
- Link to / Provide Care — Access to care, link with primary care
- Assure Competent Workforce — Public health workforce and leadership
- Evaluate — Evaluation and continuous quality improvement

System Management / Research

Figure 12: Continuous Improvement Model[28]
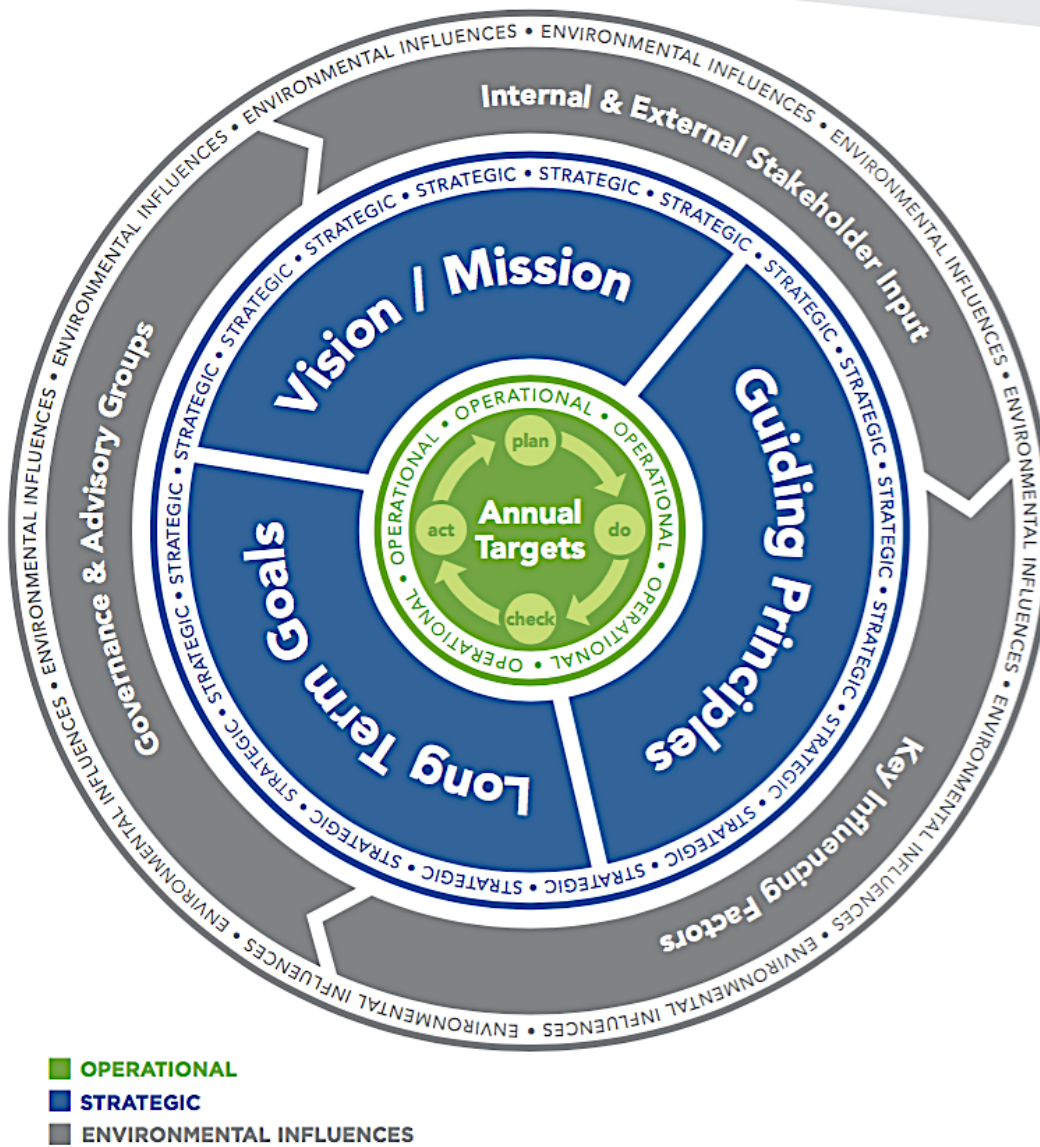
Appendices

Appendix A. More Example Strategic Planning Processes

The following figures are examples of similar processes to developing a Strategic Plan.
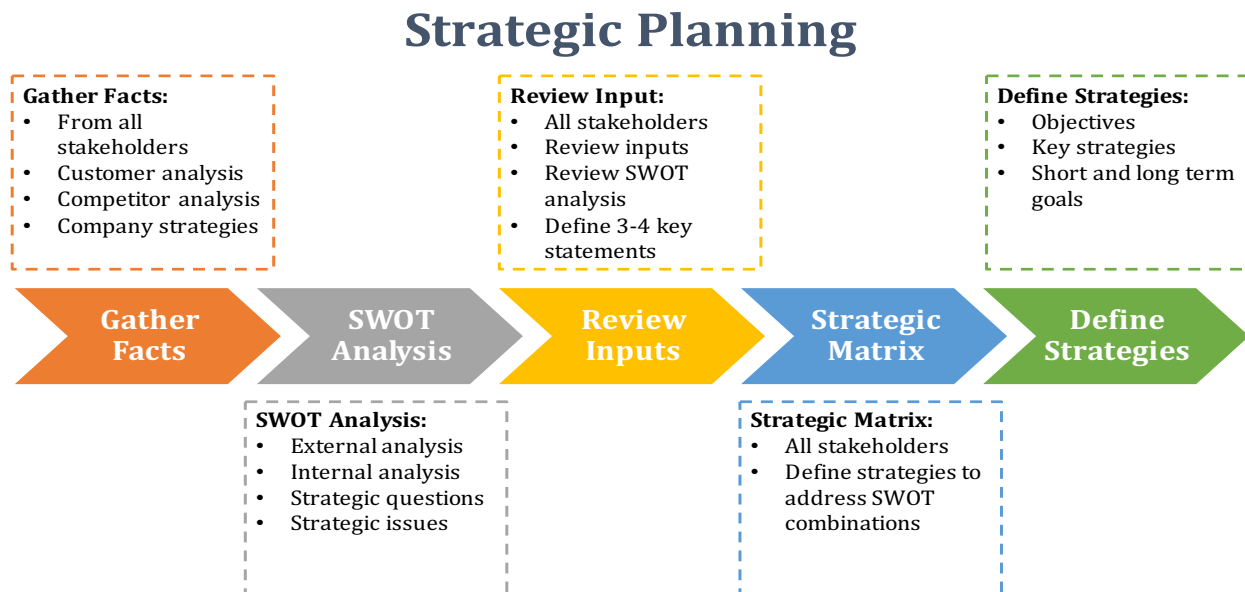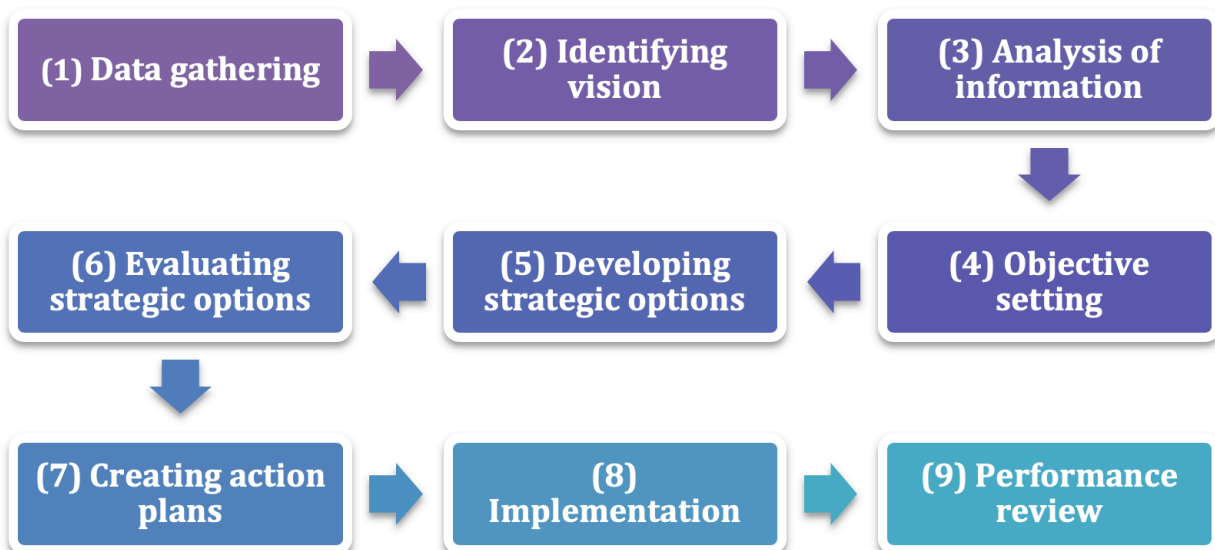
Figure 13. Strategic Planning Processes (1)[29]

Strategic Planning

Gather Facts:
- From all stakeholders
- Customer analysis
- Competitor analysis
- Company strategies

Review Input:
- All stakeholders
- Review inputs
- Review SWOT analysis
- Define 3-4 key statements

Define Strategies:
- Objectives
- Key strategies
- Short and long term goals

Gather Facts → **SWOT Analysis** → **Review Inputs** → **Strategic Matrix** → **Define Strategies**

SWOT Analysis:
- External analysis
- Internal analysis
- Strategic questions
- Strategic issues

Strategic Matrix:
- All stakeholders
- Define strategies to address SWOT combinations

Figure 14: The Strategic Planning Process (2)[30]

(1) Data gathering → (2) Identifying vision → (3) Analysis of information

(6) Evaluating strategic options ← (5) Developing strategic options ← (4) Objective setting

(7) Creating action plans → (8) Implementation → (9) Performance review

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[29] 24 Point. (2016). Strategic Planning: The Right Game Plan Can Take You Places!
[30] 24 Point. (2016). Strategic Planning: The Right Game Plan Can Take You Places!

Appendix B. Action Plan for [Community or Initiative Name][31]

Goal to Be Addressed: _____

Objective: _____

ACTION STEPS

Action Steps	By Whom	By When	Resources and Support Available/Needed		Potential Barriers or Resistance	Communication Plan for Implementation
What needs to be done?	*Who will take actions?*	*By what date will the action be done?*	*Resources Available*	*Resources Needed (financial, human, political, and other)*	*What individuals and organizations might resist? How?*	*What individuals and organizations should be informed about/involved with these actions?*
Step 1:						
Step 2:						
Step 3:						
Step 4:						

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[31] Blue Stone Strategy Group. (2016). Action Plan Steps.

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