

Strategic Planning...for the rest of us

Roo Solutions

February 15, 2012

Agenda

- Strategy Planning vs. Strategic Management
- Shelf life vs. Utility
- Practical tools
- Resources

Strategic Planning vs. Management

- Strategic Planning
 - ▣ Seen as a separate management function
 - ▣ Allocates resources to programs
- Strategic Management
 - ▣ Strategic thinking embedded in running the business
 - ▣ Strategic Planning is the tool to align other control systems (budgets, customer focus, employee programs)
- Planning not sufficient - Execution is key



Typical Strategic Planning Session

- 2-day offsite
- Expensive consultant
- Trendy tools
- Lofty goals
- No accountability

Typical Strategic Planning Session

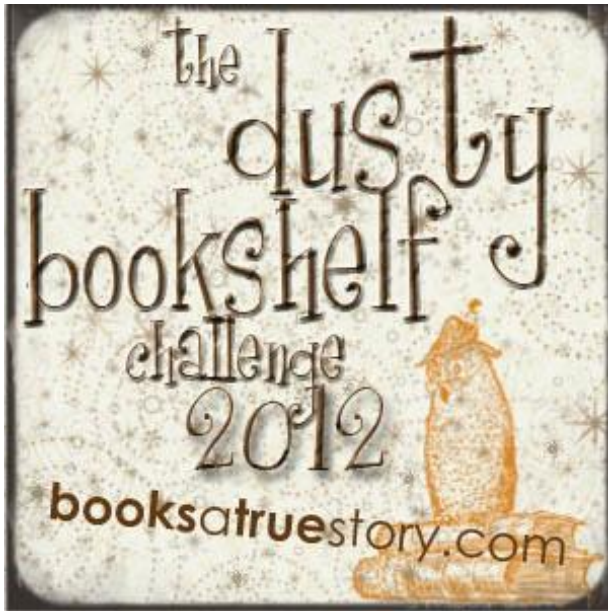
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RISK NO.	RISK DESCRIPTION	COMMENT ON RISK	RISK IDENTIFIED (MM/DD/YYYY)	PREVIOUS RISK SEVERITY SCORE	RISK CATEGORY	CONTROLS	CONSEQUENCE SCORE	LIKELIHOOD SCORE	CURRENT RISK SEVERITY SCORE (RESIDUAL)	CONTROL EFFECTIVENESS SCORE	CHANGE IN RISK	RISK OWNER	RISK STRATEGY	RISK TREATMENT'S	TREATMENT DUE DATE (MM/DD/YY)
1	Deviation in sensor delivery standards due to a shortage of adequately skilled nursing staff		July 25, 2007	20	OPERATIONAL - HR & Training	Summary Programme Training interventions/ Quality reviews/ Incident investigations/ SBDS	5	4	20	4	UNCHANGED	HR Manager/ Director	Transfer	To be confirmed	December 31, 2007
7	Inability to attract and retain skilled staff impacting on service delivery standards		July 25, 2007	10	OPERATIONAL - HR & Training	Staff development schemes/ Funding obtained to top-up base pay levels for critical positions/ Use of recruitment agencies	4	5	20	3	GETTING WORSE	HR Manager/ Director	Reduce	To be confirmed	December 31, 2007
8	Death of patients due to medication errors		July 25, 2007	10	CORE SERVICES - Clinical Effectiveness	Assessment and training programmes/ Incident and near miss reporting in Risk/ Mary incident/ Investigation process/ Prescription of high-risk drugs managed by experienced senior medical staff	4	4	16	2	GETTING WORSE	Director/ Clinical Services	Reduce	To be confirmed	December 1, 2007
19	Harms suffered by consumers/ patients due to malfunction of key medical equipment (e.g. ventilators, heart monitors)		July 25, 2007	10	OPERATIONAL - Facilities Management	Maintenance programme/ Capital replacement programme/ Staff training in equipment usage	4	4	16	2	GETTING WORSE	UNALLOCATED	Reduce	To be confirmed	September 30, 2007
26	Current IT systems lack adequate Management Information and Reporting capabilities, resulting in poor decision making and health objectives		July 25, 2007	10	IT & SYSTEMS - System Functionality	No controls in place	3	5	15	4	GETTING WORSE	Financial Manager	Avoid	To be confirmed	January 15, 2008
5	Death of patients due to delays in admission process		July 25, 2007	10	OPERATIONAL	Internal Audit review and redesign of admission process (2006)/ New Patient Records IT system	5	3	15	2	IMPROVING	Operations Manager/ Director	Reduce	To be confirmed	September 20, 2007
25	Life threatening patient care errors and illnesses resulting from overworked/ tired clinical staff		July 25, 2007	5	CORE SERVICES - Clinical Risk	Limit to shift lengths/ Enforced breaks during shift/ Annual leave	5	3	15	2	GETTING WORSE	Director/ Clinical Services	Reduce	To be confirmed	August 15, 2007
27	Low of accreditation due to consistent pattern of patient harms, caused by incorrect diagnoses and treatment plans		July 25, 2007	10	CORE SERVICES (CLINICAL)	Staff recruitment and training/ Limit to shift length/ Approved treatment regimes for common medical conditions/ Enforced breaks during shift/ Annual leave- Junior medical staff not permitted to prescribe/ dispense high risk medicines, managed high risk patients	5	3	15	2	UNCHANGED	UNALLOCATED	Reduce	To be confirmed	August 30, 2007
28	Lack of cash banking procedures and controls resulting in misappropriation/ theft of funds		July 25, 2007	20	FINANCIAL - Billing & Debts	Patient Admission IT system incorporates a billing module/ Daily reconciliation of all in pharmacy, admission debts and contracts/ Internal Audit reviews/ Cash banking based daily, recorded on Finance system	3	5	15	2	IMPROVING	Chief Financial Officer	Reduce	To be confirmed	December 1, 2007
24	Inability to meet demand for home based care to shortage of fleet vehicles		July 25, 2007	10	OPERATIONAL - Asset & Fleet Management	No controls in place/ Volunteer driver programme under investigation/ Carers inspected by carabees	3	4	12	4	UNCHANGED	Financial Manager	Reduce	To be confirmed	August 15, 2007
10	Unplanned failures to core IT systems		July 25, 2007	5	IT & SYSTEMS	BCP Plan in development/ Off-site back-up of patient data/ Use of paper-based records	4	3	12	3	GETTING WORSE	IT Manager/ CIO	Reduce	To be confirmed	February 28, 2008
31	Competition from other organisations (public and private) in terms of use of new medical technology, which may result in a decline in equipment's reliability, and hence patient and revenue growth		July 25, 2007	10	STRATEGIC	Maintain core strategic planning process/ Ongoing research into healthcare trends/ Membership of industry discussion forums	4	3	12	2	GETTING WORSE	CEO	Reduce	To be confirmed	February 28, 2008
30	Failure to meet financial reporting deadlines resulting in non-compliance with government/ Auditor General requirements		July 25, 2007	5	FINANCIAL - Reporting	Annual budgeting and reporting cycles defined/ Monthly and annual reporting processes/ Compliance and risk management reviews	3	4	12	1	GETTING WORSE	Chief Financial Officer	Reduce	To be confirmed	September 1, 2007
12	Injuries, losses and interruptions caused by a natural disaster (floods, fires etc)		July 25, 2007	5	STRATEGIC - Business Continuity	Site Disaster Management Processes/ BCP in development/ Emergency Response drills	5	2	10	3	GETTING WORSE	Risk Committee	Reduce	To be confirmed	February 28, 2008
26	Low of customer records due to IT system failure/ corruption of system data		July 25, 2007	5	IT & SYSTEMS	BCP Plan in development/ Off-site back-up of patient data/ Use of paper-based records	5	2	10	3	GETTING WORSE	IT Manager/ CIO	Reduce	To be confirmed	February 28, 2008

Typical Strategic Planning Session



Shelf Life vs. Utility

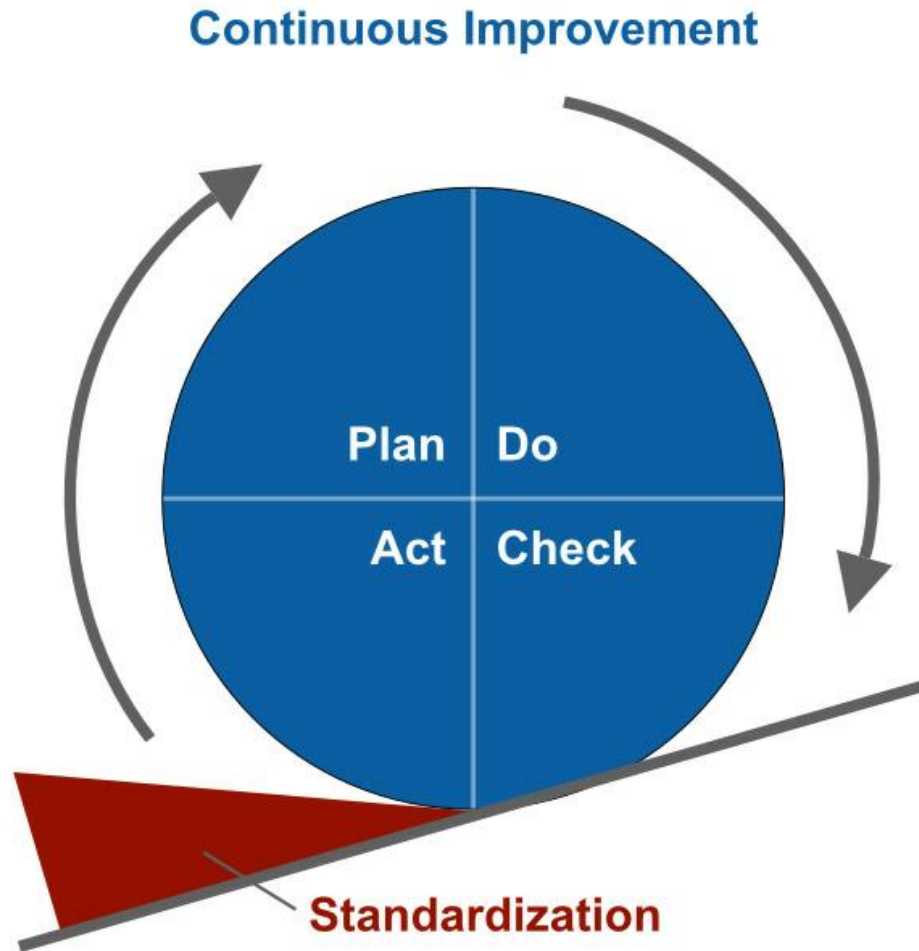


Strategy vs. Tactics: Role Clarity

Role	Common Expectations	Results Orientation	Time Horizon
Employee	Do	Individual Team	Present Next month
Manager	Do Manage	Individual Function	Present Future
Leader	Manage Guide	Function Organization	Analyze the present Secure the future

Where are you spending your time?

It's not that tough...



PDCA

- Plan: 3 year, 1 year, quarterly targets
- Do: have clear objectives, outcomes, milestones
- Check: regular check ins
- Act: course corrections as needed



Effective plans

- Simple
- Efficient
- Actionable
- Understood at all levels
- Get results
- Evolve

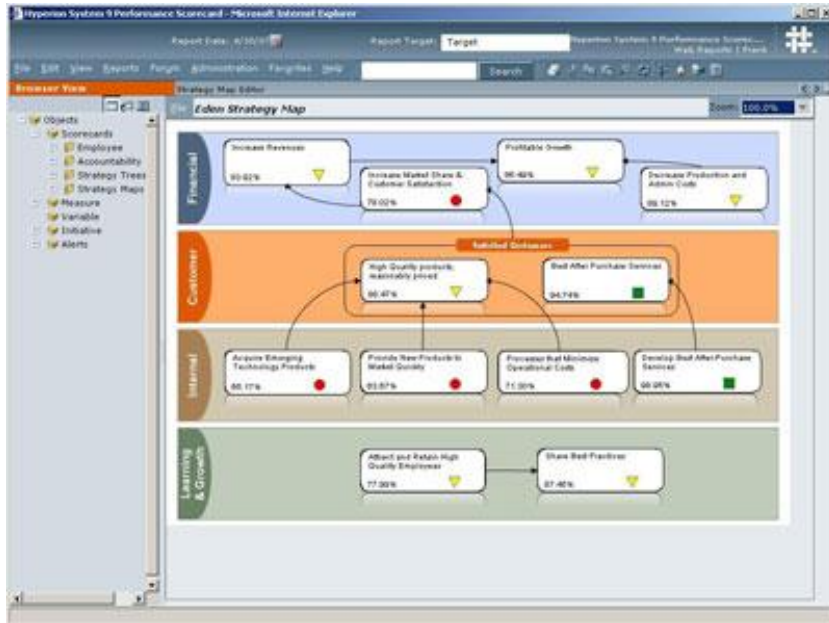
Practical tools

- Excel
- Bowling charts
- Visual Mapping
- Two page business plan
- Standardized strategy meeting formats

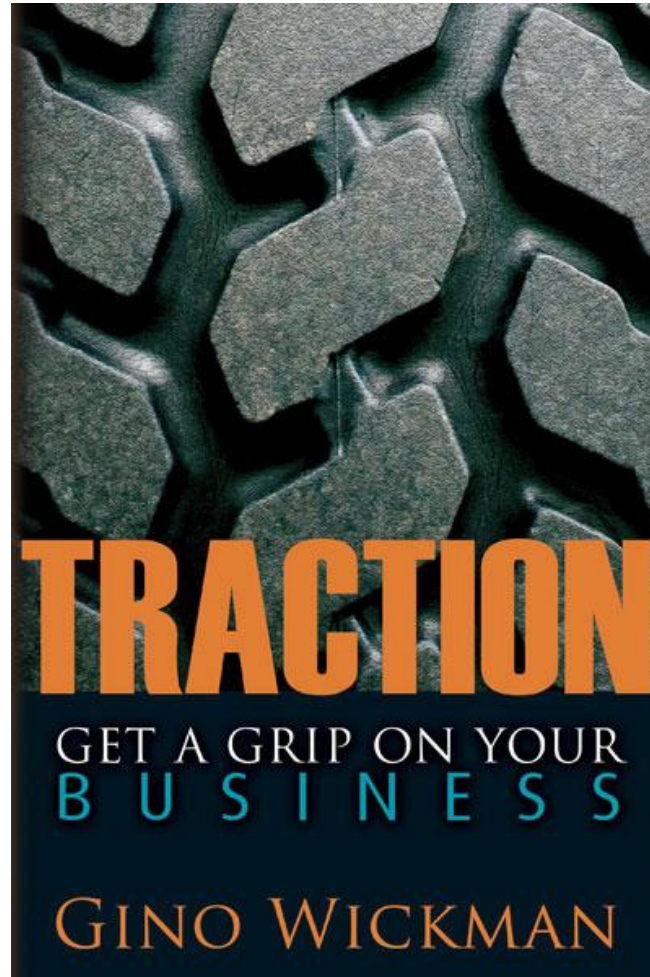
Bowling Charts

KPI		SEPT	OCT	NOV	DEC
SAFETY					
Incident Rates	Plan	2.66	2.66	2.66	2.66
	Act	2.39	0.60		
# of Incidents	Plan	4	4	4	4
	Act	5	1		
Lost day IR	Plan	0.75	0.75	0.75	0.75
	Act	0.00	0.60		
Sourcing					
PPV- Domestic P&L	Plan	412,500	393,750	387,500	381,250
	Act	512,159	514,056		
PPV- Global P&L	Plan	(257,545)	(268,577)	(277,718)	(283,706)
	Act	(309,677)	(196,075)		
PPV- Domestic BS	Plan	375,000	375,000	375,000	375,000
	Act	394,615	705,044		
PPV- Global BS	Plan	(290,000)	(290,000)	(290,000)	(290,000)
	Act	(309,000)	(196,848)		

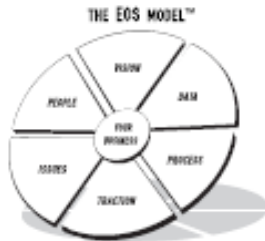
Visual Mapping



Traction



VTO Page 1: identity and strategy



THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME: _____

VISION

CORE VALUES	1. 2. 3. 4. 5.	3 YEAR PICTURE™ Future Date: Revenue: Profit: Measurables: <u>What Does It Look Like?</u> * * * * * * * * * *
	CORE FOCUS™	
10 YEAR TARGET™	_____	
MARKETING STRATEGY	Target Market/The List: Three Uniques: 1. 2. 3. Proven Process: Guarantee:	

VTO Page 2: executing the plan



THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME: _____

TRACTION

1 YEAR PLAN	ROCKS	ISSUES LIST																																																		
<p>Future date: Revenue: Profit: Measurables:</p> <p>Goals for the Year</p> <table border="1"> <tr><td>1.</td><td></td></tr> <tr><td>2.</td><td></td></tr> <tr><td>3.</td><td></td></tr> <tr><td>4.</td><td></td></tr> <tr><td>5.</td><td></td></tr> <tr><td>6.</td><td></td></tr> <tr><td>7.</td><td></td></tr> </table> <ul style="list-style-type: none"> • Focus/Theme • Roles and Responsibilities • Cash flow analysis/budget • Departmental plans 	1.		2.		3.		4.		5.		6.		7.		<p>Future date: Revenue: Profit: Measurables:</p> <p>Rocks for the Quarter</p> <table border="1"> <thead> <tr> <th></th> <th>Who</th> </tr> </thead> <tbody> <tr><td>1.</td><td></td></tr> <tr><td>2.</td><td></td></tr> <tr><td>3.</td><td></td></tr> <tr><td>4.</td><td></td></tr> <tr><td>5.</td><td></td></tr> <tr><td>6.</td><td></td></tr> <tr><td>7.</td><td></td></tr> </tbody> </table>		Who	1.		2.		3.		4.		5.		6.		7.		<table border="1"> <tr><td>1.</td><td></td></tr> <tr><td>2.</td><td></td></tr> <tr><td>3.</td><td></td></tr> <tr><td>4.</td><td></td></tr> <tr><td>5.</td><td></td></tr> <tr><td>6.</td><td></td></tr> <tr><td>7.</td><td></td></tr> <tr><td>8.</td><td></td></tr> <tr><td>9.</td><td></td></tr> <tr><td>10.</td><td></td></tr> </table> <p>Prioritize</p> <ul style="list-style-type: none"> • Identify • Discuss • Solve 	1.		2.		3.		4.		5.		6.		7.		8.		9.		10.	
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Deeper Dive

- Core Values
 - ▣ Define your culture and way of being
 - ▣ Hold up internally and externally
- Core Focus
 - ▣ Key markets, strengths
 - ▣ Don't chase shiny objects

Deeper Dive

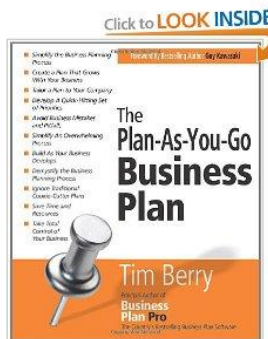
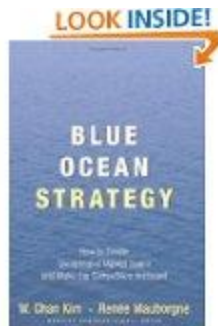
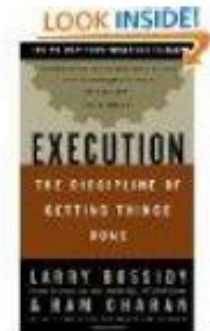
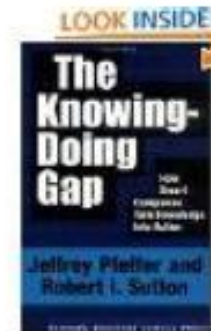
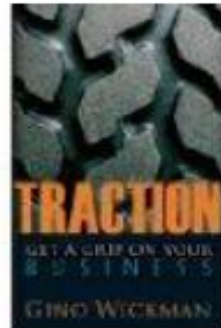
- Marketing Strategies

- Three uniques - differentiators

- Proven process – reliable process to gain and keep customers

- Guarantee

Resources



Reflection

Share your business uniques

What will you apply?

Who will hold you accountable?

QUESTIONS & ANSWERS



763.228.8496

Kelly Rietow, Principal

www.roosolutions.net