

3-Year Strategic Planning Cycle

Objectives:

1. To formally analyze the market/service area, operational trends, and the current state
2. To vision and prioritize strategic initiatives which reflect the mission and needs of the community
3. To guide focused organizational and department-specific goals, operational plans, and resource allocation/budgets for achieving the strategic focuses
4. To incorporate key stakeholder involvement/engagement

EVERY 3 YEARS -

1. Analyze the market/service area, operational trends, and the current state (e.g., SWOT, data review/trends, etc.)
2. Affirm MISSION Statement (or adopt revised - 10+ years)
3. Affirm VISION Statement (or adopt revised - 5-10+ years)
4. Affirm VALUES (or adopt revised - 10+ years)
5. Develop and Adopt the Short Term (3 years) Plan's Strategic Focuses, Strategic Objectives, and Identified Strategic Actions

ANNUALLY - Operationalizing and Executing the 3-Year Strategic Plan:

6. Establish Annual Measurable Goals (aka KPIs, Measures of Success)
7. Develop Annual Operational Plans* and Budgets
8. Execute and Oversight the Plan
9. Formal Annual Review of 3-Year Plan, Amendments if needed

*Specialized plans may be formalized as necessary, such as: Employee-Driven/Journey-to-Greatness Team Plans, Leadership Development Plan, Plan for Provision of Patient Care, Quality Management and Patient Safety Plan, Marketing/Public Relations Plan, Master Facility Plan, Major Project Plan(s), and/or Succession Plans

Goal Cycle Highlights

The Goal Cycle has 3 Defined Periods:

- Pre-Cycle (goal setting activities)
- Goal Period (annual time period for taking action toward achieving goals)
- Post-Cycle (evaluating outcomes)

Pre-Cycle - Setting Annual Goals

In alignment with the adopted strategic plan, establish 3-8 Organizational Annual Goals. How do you objectively measure/quantify the success of this year's progress toward achieving the Short Term Strategic Plan? Department-level goals (2-3) are then developed by leaders and their employees in alignment with the Organization's Annual Goals.

Examples:

- A. To increase the employees "definitely yes" response to "willingness to recommend employment" from 66% in FY23 to 72% in FY24.
- B. To increase revenue from \$_____ in FY23 to \$_____ in 2024.

Pre-Cycle - Establishing Annual Operational Plans and Budgets

Begin creating and implementing the detailed operational plans (including assigning responsible parties and allocating budgets/resources) as guided by the Short Term Strategic Focuses, Objectives, and Actions. Given the 3 year plan, determinations will likely need to be made as to sequencing (... "what comes first.") These operational plans become the basis of the ongoing work of the designated staff and stakeholders, with oversight by Administration and the Board. **Annual Operational Plans** often take the following forms: Quarterly Action Plans for Each Goal, Project Plans, Performance Improvement Plans, and Team Plans

Goal Period - Executing the Plan

The benefits of a well-defined plan, and annual goals and operational plans, is the ability to be action-focused in alignment with the plan. A key tactic for success is to create a rhythm or cadence of activity and oversight toward the achievement of the plan and goals. For leaders and staff, this means allocating the appropriate time in each day, week, month, and quarter to "working the plan" (i.e., staying focused on the priorities defined in the plan). Many things compete for our time and attention each day at work, and some of it is not in alignment with the plan. With a razor sharp focus on the plan, we can easily recognize when non-strategic, non-priority activities are taking up the resources of our time, talent, and resources. Saying "no" to engaging in non-priority activities can be tough but is easier to do when you can lean on the approved plans.

Post-Cycle - Evaluating Outcomes

While progress is being monitored throughout the entire goal period, at the conclusion of each goal cycle there is an opportunity for a comprehensive process of review. What was accomplished? What progress was made? What did we learn through achievement, as well as falling short? Capture lessons and incorporate learning into each future goal cycle (... making each cycle more powerful than any one before).

Annual Goal Cycle Activities & Timeline

Pre-Cycle Period – Initiate 3-6 months before start of goal year

- **Strategic Plan (Short &/or Long Term) Updates/Affirmation**
 - Deliverable: 3-6 Strategic Priorities Defined
 - Timeline: To be completed 3-4 months prior to start of goal year
 - Responsible: Senior Leaders/Trustees
 - Process: Dependent on organization's defined process and planning cycle (e.g., long term planning every 3 years with annual review/affirmation/updates annually); optimally with key stakeholder input process
- **Organizational Annual Goal Development**
 - Deliverable: 3-6 Organizational Goals
 - Timeline: To be completed 2-3 months prior to start of goal year
 - Responsible: Senior Leaders
 - Process: Review of Strategic Priorities, current Year-to-Date Goal Results, and key operational data/trends; Annual leadership draft organizational goals in alignment with Strategic Focuses; Review/approval of goals by trustees
- **Assign Organization Goal Oversight and Engage Teams/Committees**
 - Deliverables: Affirm/Amend Teams or Committees; Assign/align organizational goals to senior leader(s) for oversight
 - Timeline: To be completed before start of goal year
 - Responsible: Senior Leaders/Steering Team
 - Process: Evaluate/determine teams/committees to create alignment to Strategic Focuses (contributing to the organization's goals)
- **Develop Department (or service-line, work units) Goals & Action Plans**
 - Deliverables: 1-3 department goals with corresponding annual Quarterly Action Plans
 - Timeline: To be completed before start of goal year
 - Responsible: Individual Department Leaders with oversight of Steering Team
 - Process: Review of Strategic Priorities, current Year-to-Date Department Goal Results, and key departmental operational data/trends; Department Staff Meeting to review information and draft departmental goals and quarterly action plans in alignment with organizational goals; Reviews/edits and approval organized by Executive Team (or designated Team)

Annual Goal Cycle Activities & Timeline (cont.)

- **Budget Process**

- Deliverable: Annual Budget
- Timeline: To be completed before start of goal/fiscal year; runs parallel to goal setting activities
- Responsible: Leaders/Trustees
- Process: Dependent on organization's defined budgeting process; Consider: Have we funded our strategic focuses and goals?

Annual Goal Period – 1 Year (most often the fiscal year)

- **Execute/Evaluate/Update Quarterly Goals and Action Plans**

- Deliverables: Affirmed/Revised Quarterly Action Plans
- Timeline: To be completed before the start of each quarter within the goal period
- Responsible: All teams/committees
- Process: Each team/committee to evaluate goal metrics – are the plans working? What needs to be adjusted on the plan to meet the goal? What mini-goal can be set for the quarter?

- **Measurement & Reporting**

- Deliverables: Transparently reported goal metrics
- Timeline: Minimum of once each month as established by the organization (e.g., for department and organization goals: "Metric Monday" (second Monday of every month or every other Monday; for teams – first meeting of each month)
- Responsible: Department Goals: Each department leader. Organization Goals: Each assigned senior leader and/or steering team representative; Oversight by Executive Team or designee
- Process: Analyze applicable data/trends; Transparency Activities - communication boards, town hall meetings, staff meetings, board, and other applicable committees/teams

- **Monthly Accountability Meetings**

- Deliverables: Leadership support for goal attainment and success with the leadership bundle
- Timeline: Each senior leader meets with each front line leader each month
- Responsible: All leaders; oversight of process by Executive Team or designee
- Process: Utilizing the Accountability Meeting Agenda leaders prepare for, and meet, 1:1 (senior leader with each front line leader) each month.

- **Celebrations, Recognition, Awards**

- Deliverables: Actions/activities to celebrate goal progress and recognize team/group and individual contributors.
- Timeline: Throughout the entire goal cycle.
- Responsible: All leaders/teams; oversight of process by Executive Team (or designee) and HR
- Process: Utilizing the organization's process and forms/tools. Could link merit pay or bonuses to annual goal-based evaluations.

Annual Goal Cycle (cont.)

Annual Goal Period – 1 Year (most often the fiscal year) - Cont.

- **Quarterly Leadership Development**
 - Deliverables: Quarterly Leadership Training Event and Road Map for follow up to the learning
 - Timeline: One Leadership Training Event Each Quarter
 - Responsible: Executive Team or designee (led by assigned internal champions, if applicable)
 - Process: Off-site leadership training day each quarter with curriculum designed around: What do leaders need to learn to assist the organization in accomplishing its strategies and goals? Road Map developed to detail what actions leaders must take in follow up to the day's learning.
- **Semi-Annual Employee Development**
 - Deliverables: Semi-Annual Employee Training Event
 - Timeline: One Employee Training Event in the first half of the goal year; and one in the second half of the goal year
 - Responsible: Employee Training Team (or Employee Experience Team or other designated team) with contributions from all Journey Teams
 - Process: Employee training days/events with curriculum designed around: What do employees need to learn to assist the organization in accomplishing its strategies and goals? Activities to keep the learning alive after each event.
- **Mid-Year Coaching Conversations (1:1 formal feedback meetings)**
 - Deliverables: Annual Mid-Year Coaching Conversations
 - Timeline: Preparation starts at the end of 2nd quarter; Conversations held at the start of the 3rd quarter of the annual goal cycle.
 - Responsible: All leaders; oversight of process by Executive Team (or designee) and HR
 - Process: Utilizing the organization's process and forms/tools with an emphasis on status of goals and feedback re: individual's behavior, performance, and contributions.

Goal Post-Cycle Period – (2-3 months following the close of the annual goal period)

- **Celebrations, Recognition, Awards**
 - Deliverables: Actions/activities to celebrate goal attainment and recognize team/group and individual contributors.
 - Timeline: 1-2 months after the completion of each goal year once all goal data/results is finalized.
 - Responsible: All leaders; oversight of process by Executive Team or designee
 - Process: Utilizing the organization's process and forms/tools. Could link merit pay or bonuses to annual goal-based evaluations.

Goal Post-Cycle Period – (2-3 months following the close of the annual goal period) - Cont.

• **Annual Performance Evaluations**

- Deliverables: Annual Performance Evaluations
- Timeline: 2-3 months after the completion of each goal year once all goal data/results is finalized.
- Responsible: All leaders; oversight of process by Executive Team (or designee) and HR
- Process: Utilizing the organization's process and forms/tools with an emphasis on objective goal outcomes for the organizations and departments; Could link to merit pay or bonuses

• **Post-Mortem Reviews and Study/Adjust the Goal Cycle**

- Deliverables: Recommendations for improving goal setting and execution and overall goal cycle
- Timeline: 1-3 months after the completion of each goal year once all goal data/results is finalized.
- Responsible: All leaders/teams; oversight of process by Executive Team or designee
- Process: Post-Mortem analysis of goals not attained; Study of goal cycle process.

Board Oversight

Meeting agendas can be organized by Strategic Focuses. With written updates provided in advance of board meetings by leadership/project team and/or a board sub-committee, the Board Agenda can be focused on the barriers to plan achievement or important discussions and decisions related to carrying out the plan.

SAMPLE Board Meeting Agenda

Strategic Focus #1

- Questions regarding Plan Progress Report (written report provided in advance)
- Goal Metric(s) Review
- Decisions or Actions for the Board:

Strategic Focus #2

- Questions regarding Plan Progress Report (written report provided in advance)
- Goal Metric(s) Review
- Decisions or Actions for the Board:

Strategic Focus #3

- Questions regarding Plan Progress Report (written report provided in advance)
- Goal Metric(s) Review
- Decisions or Actions for the Board:

Strategic Focus #4

- Questions regarding Plan Progress Report (written report provided in advance)
- Goal Metric(s) Review
- Decisions or Actions for the Board:

Strategic Focus #5

- Questions regarding Plan Progress Report (written report provided in advance)
- Goal Metric(s) Review
- Decisions or Actions for the Board:

Note: It is recommended that Executive Team meeting agendas also be organized by Strategic Focuses/Goals.

Annual Cadence of Goal Activities

1 st Qtr –	Post Cycle - Celebrate Prior Year's Goal/Plan Accomplishments and Progress Post Cycle - Annual Employee/Leader/CEO Evaluation (prior year results/performance) Goal Period - Quarterly Action Plans Updated/Communicated for all Teams/Goals Goal Period - Quarterly Leadership Training Goal Period - CEO-Employee Forums (with mini-employee survey)
2 nd Qtr –	Goal Period - Quarterly Action Plans Updated/Communicated for all Teams/Goals Goal Period - Quarterly Leadership Training Goal Period - Semi-Annual Employee Training Goal Period - CEO-Employee Forums (with mini-employee survey) Goal Period - Mid-Year Check-Ins – Teams/Goals Goal Period - Celebrate Y-T-D Goal/Plan Accomplishments and Progress
3 rd Qtr –	Goal Period - Quarterly Action Plans Updated/Communicated for all Teams/Goals Goal Period - Mid-Year Coaching Conversations Goal Period - Quarterly Leadership Training Goal Period - CEO-Employee Forums (with mini-employee survey) Pre-Cycle - Annual Employee Survey Administered Pre-Cycle - Initiate Annual Strategic Plan Affirmation/Updates Pre-Cycle - Budget Assumptions
4 th Qtr –	Goal Period - Quarterly Action Plans Updated/Communicated for all Teams/Goals Goal Period - Quarterly Leadership Training Goal Period - Semi-Annual Employee Training Goal Period - CEO-Employee Forums (with mini-employee survey) Pre-Cycle - Annual Employee Survey Results Analyzed/Reported Pre-Cycle - Develop/Finalize Annual Operational Plans, Org & Dept Goals & Budgets
Monthly –	Monthly Accountability Meetings Board Updates Communication Boards Updated w/ Goal Metrics and Action Plans Leader-Employee Rounding Department Managers/Leadership Meeting Department Staff Meetings New Hire Orientation
Weekly -	Senior Leadership Meetings (strategic focus, goal-based) Vital Time
Daily -	Organization-Wide Huddle (Daily Safety Briefing) Validation-Feedback Loop / Top-of-Mind Tactics