

Strategic Planning Part II: Toolkit for Network Development Grant Projects



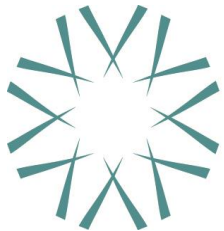
Debra Laine

Program Specialist

October 05, 2017

Rural Health Innovations' Purpose

Rural Health Innovations (RHI), LLC, is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are the nation's leading technical assistance and knowledge centers in rural health. In partnership with The Center, RHI connects rural health organizations with innovations that enhance the health of rural communities.



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Objectives

- Become familiar with the major components of a strategic plan
- Learn approaches for facilitating a group through the strategic planning process
- Become prepared to document your strategic planning work using the provided template

Today's Webinar

- Review highlights from ["Strategic Planning Part I: Behind the Scenes with Strategic Planning"](#)
- Highlights for effective strategic planning
- Review Strategic Plan Toolkit for Rural Network Development grant projects

Basic Strategic Planning Questions

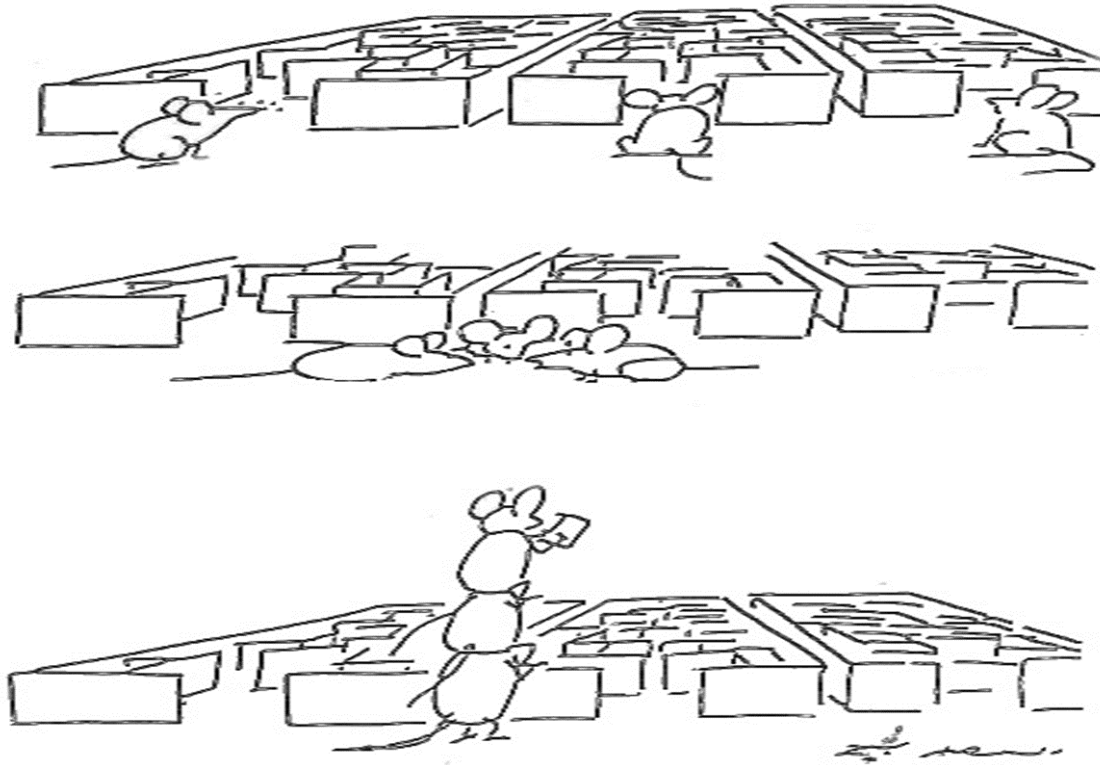
- What are the benefits of writing a Strategic plan?
- Who should be involved?
- What are the benefits of a shared vision?
- What is the Strategic Planning Cycle?
- Why is it important to engage in the complete cycle?
- Which planning framework, traditional strategic planning or logic model, is appropriate for my network?

What are the benefits of writing a strategic plan?

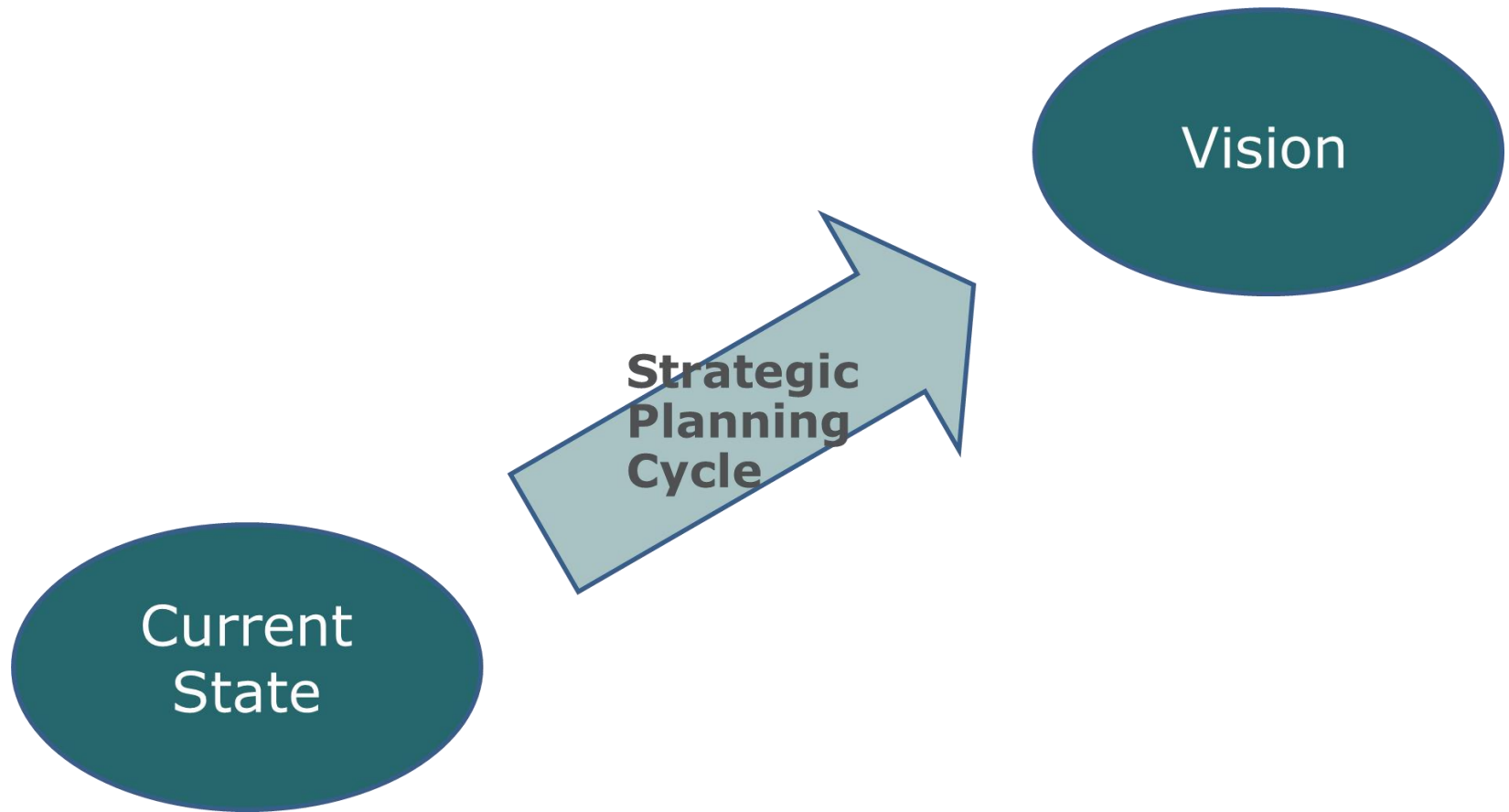
The best way to predict your future is to create it.

— Peter F. Drucker

Who Should be Involved?



What are the benefits of a shared vision?



What is the Strategic Planning Cycle?



Why is it important to engage in the complete cycle?



Which planning framework, traditional strategic planning or logic model, is appropriate for my network?

Operationalize Work Plan



Operationalize with Work Plan (Key colored numbers inserted to chart)

Inputs	Activities				Outcomes		
	Phase 1: Discovery and needs assessment	Phase 2: Develop products	Phase 3: Implementation and Testing/Evaluation	Phase 4: Product improvement and refinement, information dissemination	Short	Medium	Long
<ul style="list-style-type: none"> Network Board Staff time – medical center staff, ABC for Rural Health's staff, MCP staff Healthwatch, Leadership Council Hospital leadership HRSA Rural Network Development grant Healthcare Consumers Evaluators 	<ul style="list-style-type: none"> Assemble collaborators and gather input on Network structure 1 Conduct interviews and observations with staff to assess existing benefits counseling practices 2, 3 Gather staff perceptions of customer services of benefits counseling 3 Gather customer perceptions of customer services of benefits counseling 3 Survey staff to assess existing benefits counseling practices and knowledge/awareness 3 Identify privacy requirements for sharing data 2 Conduct uncompensated care audit 2 Identify security, proprietary, and technical issues for integrating MCP software info existing admin data systems 2 Collect baseline information and data regarding existing CCPPC network. 1 	<ul style="list-style-type: none"> Develop new SafetyWeb Network structure (schedule, purpose, attendees) 1 Develop training method and content with stakeholder input (and based on results of staff survey) 3 Develop algorithms and design of MCP tool (ongoing) 3 Develop recommendations for workflow changes 2 Introduce case meetings 3 Introduce client services meetings 3 Finalize video conferencing plan 1 	<ul style="list-style-type: none"> Conduct Assessment of SafetyWeb Network Collaborative Capacity 1 Present trainings and educational material 3 Integrate and deploy MCP software 2, 3 Interviews and observations with staff to assess practices and workflow changes 3 Survey staff to assess practices and knowledge/awareness changes 3 Gather staff and patient perceptions of customer services related to benefits counseling 3 Assess SafetyWeb Network implementation and success 1, 2, 3 Collect and analyze patient data on coverage access across span of project 2, 3 Review efficiency of benefits counseling practices 2, 3 Review uncompensated care audit 2, 3 	<ul style="list-style-type: none"> Continuum improvement to product based on feedback from partners 1, 2, 3 Share project and process updates with stakeholders 1, 2, 3 Share project findings 1, 2, 3 Introduce MCP more widely 1, 2, 3 	<ul style="list-style-type: none"> Improved communication between health centers 1 Greater integrated health benefits counseling network 1 Pts more accurately screened for coverage 2, 3 Greater staff capacity for health benefits counseling work 2, 3 Appropriate technology tool developed for medical centers' needs 2, 3 Software deployed and integrated 2, 3 Project evaluated 1, 2, 3 	<ul style="list-style-type: none"> Medical centers generate community care 2, 3 Improved access to care 2, 3 Reduced gaps in coverage 2, 3 Pts empowered to self-manage coverage transitions 2, 3 	<ul style="list-style-type: none"> Economic health disparities reduced 2, 3 Fewer unmet health care needs in Polk County 2, 3 Improved community health 1, 2, 3 Replication of project in other sites 1, 3 MCP commercialized and more widely deployed 1, 2, 3

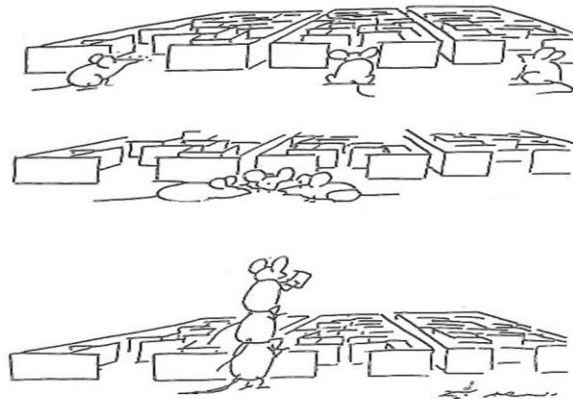
Objective 1: The Safetyweb Network is sustainable and active beyond the grant period

Strategic Objective 2: Patient access and retention of health care coverage is increased

Strategic Objective 3: Advanced health benefits counseling with technology supports increases effectiveness, efficiency, and customer service of current programming

Components of Strategic Plan

- Network Purpose and Shared Vision
- Environmental Scan and Analysis
- Strategic Objectives
- Communication Plan



Facilitation Guide for Strategic Planning

FACILITATION GUIDE FOR STRATEGIC PLANNING

The following materials are intended to provide support in designing and leading strategic planning events that include discussions and workshops with network stakeholders. The facilitation conversations and workshops are based on the Technology of Participation Focus Conversation and Workshop methods. These methods center on participative values and group decision-making facilitation principles. The goal of the following tools is to provide network leaders with ways to engage stakeholders through meaningful discussion and problem solving for effective strategic planning. This guide contains the following 10 facilitation tools:

Strategic Planning Design and Agendas

1. The first agenda illustrates a single event designed for five-to-seven hours of presentation, discussion and planning.
2. The second agenda breaks the planning elements down into five one-to-two hour sessions.

Shared Vision and Project Goal Check-In

3. Your network has an established vision. It is important to revisit the vision through an intentional check-in and commitment discussion before moving forward with strategic planning. The same is true of your project goals.
 - o Reaching agreement on and commitment to the network vision and project goals is a critical component in creating meaningful strategic objects.
 - o The participants will gain an understanding of and comfort with the network vision.

Environmental Scan Analysis Workshop

4. After the environmental scan data has been presented, the planning participants will engage in a discussion to analyze the data. Through this conversation, participants will identify the key levers and blocks the network is facing as it works to achieve the network vision.
 - o Find key levers and blocks, both internal and external, which will be incorporated into the development of strategic objectives.
 - o Feel confident that the key leverage points and underlying blocks have been identified to consider strategic options.

Agenda

1. Strategic Planning Agenda: Single-Day Event

**[Rural Health Network]
Strategic Planning Event**
[Date and Time]
[Location City, State]

9:00 – 10:00 am

- Welcome, Introductions, and Agenda – 30 min
 - Network Director
 - Planning Facilitator
- Strategic Planning Overview and Methodology (*presentation available from RHI*) – 30 min

10:00 – 12:30 pm

- Strategic Planning – Part 1
 - *Vision and Project Goal Check-In and Commitment* – 30 min
 - Environmental Scan (presentation – see pages 12-13 of this guide) – 30 min
 - *Environmental Analysis to Prioritize Levers and Blocks* – 90 min

12:30 – 1:15 pm

- Lunch

1:15 – 3:45 pm

- Strategic Planning – Part 2
 - *Strategic Objectives Workshop* – 120 min **or**
Strategic Objectives Check – In Discussion – 60 min
 - *Strategic Objectives Crosswalk with Levers and Blocks chart*
 - *Alignment of Strategic Objectives with Mission and Vision* – 30 min

3:45 – 4:30 pm

- *Communication and Measurement Exploration* – 35 min
 - What does success look like?
 - How are we going to communicate today's work?
 - Board/Advisor Approval Process for next board meeting
- *Planning Event Conclusion and Closing* – 10 min

Network Purpose and Shared Vision

This section provides a high-level overview of the network's:

- History
- Members
- Mission
- Shared Vision
- Primary Grant Goals



Getting on the Same Page

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Shared Vision

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Shared Vision Facilitation

3. Vision and Project Goal Check-In and Commitment

Facilitation Guide: 30 - 40-Minute Discussion

<p>Rational Objective: Reach agreement on and commitment to the network vision and project goals as a critical component in creating meaningful strategic objectives.</p>	<p>Experiential Objective: Gain understanding of and comfort with the network vision and project goals.</p>
<p>Setup and Materials: Prominently display or provide the network vision and project goals from grant application.</p>	
<p>Pre-requisite: An existing shared vision in place for the network.</p>	
<p>Opening: (5 min) Review the purpose and description of a shared vision. Read through the network vision. (This may be the highest-level grant goals.) Our network vision has already been approved by the governing board [if applicable]. Due to the importance of having a shared vision during the planning process as a beacon to aim for our planning for the coming two-to-three years. We will also review our projects goals as submitted in our grant application. Let's spend about 20-30 minutes talking about what this vision means to us and our network and how the grant goals align with our work.</p>	
<p>Focused Conversation: (20 min)</p> <ul style="list-style-type: none"> • Read vision • What specific word in this vision catches your attention? (Have every participant answer this question.) • What about this vision resonates with you? How does it hold your attention? • How does this vision describe what we want to become as a network in this region and for our members? • Read grant goals • What specific goal catches your attention? (Have every participant answer this question.) • What about these goals resonates with you? How do they hold your attention? • What might be the impact on our communities as the network strives to become what is stated in our vision and accomplishes these goals? • Is this vision one we are all comfortable with and do we feel these goals are in alignment with the vision so we can use them as a beacon for our strategic planning? <ul style="list-style-type: none"> ◦ If not: What can we adjust to make it right for us today? 	
<p>Consensus Building: (5 min)</p> <ul style="list-style-type: none"> • Make sure all participants are ready to move forward with the vision and project goals for strategic planning. Use a method of gaining commitment to the vision: thumbs-up (agree), flat (can live with), or thumbs-down (can't live with and need additional discussion). • Do not proceed with planning until all participants are in consensus that the vision is a worthy target for strategic planning. • Note: If the vision and goals are close but the discussion identifies that revisions and further input is needed, consider getting group consensus that it is close enough for the strategic planning process and that a vision review will take place in the near future. Set a timeline and ask an individual to take the lead on next steps. 	

Environmental Scan and Analysis

This section reviews:

- Characteristics of the Network
- Internal Environment
- External Environment
- Strengths and Levers
- Weaknesses and Blocks



Environmental Scan Presentation

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Elements of Presentation

Structure and Governance

- Mission and values
- List of board members and/or network leadership, including name, job title, employer and length of service
- Network governance and policies
- List of partner organizations and brief description of collaboration history
- Results from member needs assessment or collaboration assessment

Resource Development

- Network positions and FTE allocation
- Summary of financial environment and primary revenue streams
- Financial forecast for the next two-to-three years
- Inventory of resources owned by the network or shared by network partners

Market Analysis

- Geographic setting of the network
- Demographic information for the service areas of the members (e.g., age, gender, ethnicity, income)
- Health indicators of the service area population
- List of local and regional service providers
- Member, customer and/or patient satisfaction survey results
- New regulations or significant industry changes

Significant Initiative Progress

- Grant project work plan update and progress report
- Network evaluation plan update
- Communication plan tracking

Environmental Scan

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Environmental Scan Facilitation

4. Environmental Scan and Analysis

Facilitation Guide: 90-Minute Workshop

Rational Objective: Find key levers and blocks, both internal and external, which will be incorporated into the development of strategic objectives.		Experiential Objective: Feel confident that the key leverage points and underlying blocks have been identified in-order-to consider strategic options.	
Setup and Materials: Sticky wall or blank wall for displaying notes, writing markers, 2-4 flip chart-sized papers. Label two papers, one as "Levers" and one as "Blocks"			
Pre-requisites: Presentation of environmental scan data and commitment to a shared vision.			
FOCUS QUESTION: "What are the levers and blocks that we will either leverage or work around in moving toward our vision and project goals?"			
Opening: Review the purpose and description of an environmental analysis; identifying key levers and blocks. <i>Given the information provided in the environmental scan presentation, we will be considering our focus question. In this discussion, we will begin by first brainstorming events and happenings that will help our network move towards its vision (levers) as well as those that will get in our way (blocks). We will share our ideas and discuss together to gain insight on what we can leverage and the underlying issues that we need to be aware of as we plan the paths we will take toward our vision.</i>			
Brainstorm: (10 min) Individually brainstorm the events and happenings going on in health care, your community and your organization that are: <ul style="list-style-type: none"> • Leveraging: Helping the network move toward its vision • Blocking: Getting in the way of the network from moving towards its vision • Working individually, make a list of >10 ideas. • Review your individual list and star 4-5 of your best ideas 	Small Group Discussion: (15 min) First for levers and then for blocks: <p>Working in pairs:</p> <ul style="list-style-type: none"> • Between both individual lists, select the top best 5-6 ideas. (Note: need 30-35 total data pieces, assumes 6 pairs) • Ask small groups to be ready to share with the larger group, 1 idea at a time. 	Report Out: (30 min) Synthesize the data to identify key leverage points and key blocks. Sharing from small groups, one group at a time, until all levers and blocks are shared. The intent is to identify those underlying levers and blocks. Ask deeper questions if there is a "lack of" description, and seek the cause of the issue. <ul style="list-style-type: none"> • Ask: <i>What are the clearest or most straightforward ideas?</i> (Record onto flip chart, moving to next group following a response.) • Ask: <i>What are different ideas or complex ideas?</i> • Continue around the small groups until all levers and then blocks have been shared. 	Identify Keys: (20 min) The intent of this section is to prioritize underlying levers and blocks while transitioning to the strategic planning effort. <p>Working together as a large group:</p> <ul style="list-style-type: none"> • <i>Of these levers and blocks (address separately), which ones are important for us to highlight and be sure to bring forward in our planning and problem solving?</i> (Underline identified levers and blocks). • [IF TIME] Ask participants to put a mark to have the group prioritize: <i>"What are top three levers and top three blocks that are <u>critical in moving the network toward its vision/or mission</u>"?</i> • Allow 15 min for this voting work.
Transition to development of strategic objectives: (5 min) Next Step: Getting started with strategic thinking and planning: Looking for key paths that will take us from our current reality to our desired future state. <ol style="list-style-type: none"> 1. Have a participant read the network's vision, another person the grant goals and another person read through the titles of levers and blocks. 2. <i>Are there any surprises in these? Did we get to the underlying issue or the cause?</i> 3. <i>Of the top three levers, which will be easiest to leverage and take advantage of? Which one will be more difficult? Of the top three blocks, which one will be the easiest to deal with or work around? Which one the hardest?</i> 			

Strategic Objectives

- Identifies the two - three year strategic objectives
- Aligned with shared vision
- SMART



Strategic Objectives Workshop

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[Date and Time]
[Location City, State]

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 - Environmental Analysis to Prioritize Levers and Blocks – 90 min

12:30 – 1:15 pm

- Lunch

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- Strategic Planning – Part 2
 - Strategic Objectives Workshop – 120 min **or**
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3:45 – 4:30 pm

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- Planning Event Conclusion and Closing – 10 min

Strategic Objective Workshop- “Blank Slate”

5. Strategic Objectives Workshop

Facilitation Guide: 120-Minute Workshop

Rational Objective: Reach group consensus on strategic objectives that address levers and blocks and that will move the network toward its vision.		Experiential Objective: Agree that the identified strategic objectives are doable and will provide guidance to the organization over the coming two-to-three years.	
Setup and Materials: Sticky wall or blank wall for displaying notes and writing markers. 50 half-sheets of paper, 10 blue full sheets of paper, 6-8 full yellow sheets of paper. Writing utensils. Painter’s tape if needed.			
Pre-Requisite: Completed environmental analysis with established priorities of underlying Levers and Blocks.			
Opening: <i>Together, we will be considering, “What are the key strategic objectives that will guide this organization from today’s reality toward tomorrow’s vision?” We have agreed on our network vision and identified the key levers and blocks of our current reality. In this discussion, we will begin brainstorming actions and activities that will move us toward our vision and then spend time identifying key strategies that our ideas describe. We’ll then seek consensus on the strategic goals or objectives that will provide guidance to our network over the coming two-to-three years.</i>			
Brainstorm: (10 min) Individually brainstorm: <ul style="list-style-type: none"> • <i>What are the ideas, initiatives, tasks, or to-do’s that will address the issues impacting the network that we identified in the environmental analysis?</i> • Have each person compile a list of >10 ideas. • After giving time for brainstorming, have each person review his/her list and star the 4-5 best ideas. 	Data: (15 min) Working in pairs: <ul style="list-style-type: none"> • Compare both lists and select the top 5-6 ideas. (Note: Need 30-35 total data pieces, assumes 6 pairs) • Describe each idea using 3-5 words. Write one idea per half-sheet of paper and post on wall, or use flip chart to record ideas. 	Organize: (40 min) Working together as a large group, synthesize the data to identify key leverage points and key blocks. Another way to think of this is seeking consensus on strategic directions or objectives. <ul style="list-style-type: none"> • Cluster data into similar ideas. <i>What is the common thread or strategic path being described by this data that moves the network from today’s reality to tomorrow’s vision?</i> • Seek consensus on the key strategic directions or objectives by naming the clusters. For each cluster, ask, <i>“In this cluster, what is the title that best describes the strategic idea?”</i> <ul style="list-style-type: none"> ◦ Titles should be descriptive and action oriented, 3-5 words: verb + adjective + noun. Examples: Improve Operating Efficiency, Provide Outstanding Customer Service, and Deliver Timely and Effective Care. ◦ Write a strategic objective title on a full sheet of green paper and place at the top of the cluster. 	Name: (30 min) The intent of this section is to prioritize the strategic objectives and set commitment (strategic objectives = titles agreed upon in the Organize step). <ul style="list-style-type: none"> • Read the titles across and refer to the overall planning question: <i>(TITLES) are our key strategic objectives that will guide this network toward its vision.</i> Ask participants: <ul style="list-style-type: none"> • <i>How do these strategic objectives align with our network’s mission?</i> • <i>Which of these strategic objectives are critical to our network’s sustained success?</i> • <i>Which will take more focus and dedication of us as members?</i> • <i>How will we as network leaders be involved in promoting and communicating these strategic objectives?</i>
Begin to review the strategic objectives: Next Step: Double check for SMART objectives and revise as needed. Begin considering the key initiatives that the network can undertake for each strategic objective. Transition to assessing the objectives’ alignment with the vision and mission.			

Strategic Objective Workshop- Check-in Discussion

6. Strategic Objectives Check - In Discussion

Facilitation Guide: 60 -Minute Discussion

<p>Rational Objective: Reach group consensus on strategic objectives that address levers and blocks and that will move the network toward its vision and project goals.</p>	<p>Experiential Objective: Agree that the identified strategic objectives are doable and will provide guidance to the organization over the coming two-to-three years.</p>
<p>Setup and Materials: Prominently display a re-creation of the "Strategic Objectives Check-In Chart" and/or provide a personal copy.</p>	
<p>Pre-Requirement: Completed environmental analysis with established priorities of underlying levers and blocks.</p>	
<p>Opening: <i>Together, we will be considering, "What are the key strategic objectives that will guide this organization from today's reality toward tomorrow's vision and meet the grant goals?" We have agreed on our network vision and grant goals. We have identified the key levers and blocks of our current reality. In this discussion, we will review our projects objectives as submitted in our grant application. Let's spend about 20-30 minutes talking about how these objects will meet our grant goals based on the environment we are working in.</i></p>	
<p>Strategic Objectives –Check-In Chart Preparation: (15 min) <i>You see the grant application objectives written across the top row. Place the top three blocks that we determined in the rows below the word blocks and the top levers below the word lever. Spend a few minutes individually marking 'x' in the row of the block or lever in the objective column – if the objective directly addresses the block or lever. Proceed as a group.</i></p>	
<p>Focused Conversation: (40 min)</p> <ul style="list-style-type: none"> • For each objective ask the group which of the different blocks and levers it addresses OR have each of the participants come up and put "dots" on the chart • Tally up the "x's" or "dots" in each column • What catches your attention? What stands out as you look at this chart? • Are there any objectives that need changes? <ul style="list-style-type: none"> ○ <i>Let's look specifically at the objectives which have 3 or fewer "x's". Have someone read those.</i> ○ <i>What can we adjust to make it right moving forward with more detailed planning?</i> ○ <i>Document those changes</i> 	
<p>Consensus Building: (5 min)</p> <ul style="list-style-type: none"> • Make sure all participants are ready to move forward with the strategic objectives. Use a method of gaining commitment to the vision: thumbs-up (agree), flat (can live with), or thumbs-down (can't live with and need additional discussion). • Do not proceed until all participants are in consensus that the strategic objectives on target for addressing blocks and levers while meeting grant goals. • Note: If the objectives are close but the discussion identifies that revisions and further input is needed, consider getting group consensus that it is close enough for the strategic planning process and that a strategic objective review will take place in the near future. Set a timeline and ask an individual to take the lead on next steps. 	

Cross-Walk Chart

7. Strategic Objectives Cross-walk with Levers and Blocks Chart

To be used with "Strategic Objectives Check-In Discussion"

** Prepopulate the objective row with the objectives from grant application. You may wish to use brief shorthand descriptions.

Grant Application Objectives	Objective								
Blocks									
Levers									
TOTAL									

Steps:

- 1 – brief descriptions of grant objectives in row one
- 2 – write the three top Blocks and Levers in column one
- 3 – place an "x" in the row if the objective in the column directly addresses the Block or Lever
- 4 – total the number of "x's" in each column
- 5 – highlight those columns with a total of 3 or less.

Alignment of Objectives

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1:15 – 3:45 pm

- Strategic Planning – Part 2
 - *Strategic Objectives Workshop* – 120 min **or**
Strategic Objectives Check – In Discussion - 60 min
 - *Strategic Objectives Crosswalk with Levers and Blocks chart*
 - *Alignment of Strategic Objectives with Mission and Vision* – 30 min



3:45 – 4:30 pm

- *Communication and Measurement Exploration* – 35 min
 - What does success look like?
 - How are we going to communicate today's work?
 - Board/Advisor Approval Process for next board meeting
- *Planning Event Conclusion and Closing* – 10 min

Alignment Facilitation

8. Alignment with Vision and Mission

Facilitation Guide: 30-Minute Discussion

<p>Rational Objective: Confirm alignment of new strategic objectives with network vision and mission.</p>	<p>Experiential Objective: Gain understanding of and comfort with the new network strategic objectives relative to the organization's vision and mission.</p>
<p>Setup and Materials: Prominently display or provide the network's vision and mission.</p>	
<p>Pre-requisites: Development of strategic objectives based on identified Levers and Blocks.</p>	
<p>Opening: <i>Throughout our strategic planning efforts, we have worked to aim our thinking and our strategies toward our network vision while recognizing that it is our shared vision pulling our network forward.</i> [Read through a vision that is displayed nearby for everyone to see. It is nice to have the vision posted to the left of the strategic objectives in as a "target."] <i>Let's spend the next 15 minutes or so checking our new strategic objectives back to our vision to double check that we are indeed aiming for it.</i></p>	
<p>Focused Conversation: (10-15 min) Have someone read through each of the newly agreed-upon strategic objectives. Then ask:</p> <ul style="list-style-type: none"> • <i>Which of these objectives are an 'aha!' or surprises? Any that really "hit the nail on the head"?</i> • <i>How do these strategic objectives move us toward our vision?</i> • <i>How do these strategic objectives follow the guidance of our mission?</i> • <i>Are there any themes running through the objectives?</i> <ul style="list-style-type: none"> ○ <i>If objectives are identified as "similar" in strategy, rearrange the information to group those objectives next to each other and consider adding a larger title to capture the common idea.</i> • <i>Which of these objectives are going to be more difficult to operationalize or will need careful monitoring?</i> <ul style="list-style-type: none"> ○ <i>Place a star by the identified objectives to highlight them. This is a good place to emphasize the role of the board or advisory group to monitor progress toward the strategic objective and the network leadership's role to operationalize the objectives into actions and initiatives.</i> • <i>What might be the impact on our communities as our network uses these objectives to guide our work?</i> • <i>What is our commitment to these strategic objectives to guide our work toward our vision?</i> <ul style="list-style-type: none"> ○ <i>Check-in with everyone to gain consensus with a thumbs-up (agree), flat (can live with), or thumbs-down (can't live with and need additional discussion).</i> ○ <i>Do not complete the planning without full consensus (thumbs-up or flat). If there are any thumbs-down, then more discussion is needed.</i> 	
<p>Next stages of strategic planning: Seek formal acceptance of the strategic objectives by the board/or advisory group.</p>	

Communication Plan

- Communicating the components of the strategic plan
- Plan for communication throughout the entire Strategic Planning Cycle
- Plan includes:
 - What
 - Audience
 - How
 - When
 - Who



Communication and Measurement

1. Strategic Planning Agenda: Single-Day Event

[Rural Health Network]
Strategic Planning Event
[Date and Time]
[Location City, State]

9:00 – 10:00 am

- Welcome, Introductions, and Agenda – 30 min
 - Network Director
 - Planning Facilitator
- Strategic Planning Overview and Methodology (*presentation available from RHF*) – 30 min

10:00 – 12:30 pm

- Strategic Planning – Part 1
 - *Vision and Project Goal Check-In and Commitment* – 30 min
 - Environmental Scan (*presentation – see pages 12-13 of this guide*) – 30 min
 - *Environmental Analysis to Prioritize Levers and Blocks* – 90 min

12:30 – 1:15 pm

- Lunch

1:15 – 3:45 pm

- Strategic Planning – Part 2
 - *Strategic Objectives Workshop* – 120 min **or**
Strategic Objectives Check – In Discussion - 60 min
 - *Strategic Objectives Crosswalk with Levers and Blocks chart*
 - *Alignment of Strategic Objectives with Mission and Vision* – 30 min

3:45 – 4:30 pm

- *Communication and Measurement Exploration* – 35 min
 - What does success look like?
 - How are we going to communicate today's work?
 - Board/Advisor Approval Process for next board meeting
- *Planning Event Conclusion and Closing* – 10 min



Communication and Measurement Facilitation

9. Communication and Measurement Exploration

Facilitation Guide: 35-Minute Discussion

<p>Rational Objective: Following commitment to strategic objectives, explore communication options and identify initial measures that will be part of evaluation planning.</p>	<p>Experiential Objective: Celebrate the achievement of agreeing on strategic objectives by and begin to imagine what success may look like.</p>
<p>Setup and Materials: Have each of those objectives written on a flip chart. (If you are in a small enough group, one could write two on a piece.) Have markers for recording participant's comments. Have a few blank pieces of flip chart paper. You may also use a colored half or whole sheet next to each objective on the sticky wall. One color for measures and one for communication ideas.</p>	
<p>Pre-requisites: Alignment of objectives checked with vision, mission and goals.</p>	
<p>Opening: <i>We have determined strategic objectives that are in alignment with our networks vision and project goals. How do we know we are successful or moving toward those goals? Another word – what does success look like? We also need to communicate the strategic planning work we have been doing. Let's spend the next 20 minutes or so envisioning what success would look. Then we will spend about 10 minutes talking about how we are going to communicate this good work.</i></p>	
<p>Focused Conversation "what does success look like?": (20 min) Have someone read through each of the newly agreed-upon strategic objectives or groupings - if rearranged/or grouping in the previous alignment discussion. Then ask:</p> <ul style="list-style-type: none"> • <i>We found some themes running through the objectives in the previous session – are there types of success running through these objectives?</i> <ul style="list-style-type: none"> ◦ If objectives are identified as having "similar" success measures, rearrange the information to group those objectives next to each other and consider adding a larger title to capture the common idea. • <i>Which of these objectives are going to be more difficult to measure success?</i> <ul style="list-style-type: none"> ◦ Place a star by the identified objectives to highlight them. This is a good place to emphasize the role of the board or advisory group to monitor progress toward the strategic objective and the network leadership's role to operationalize the objectives into actions and initiatives. • <i>What does success look like?</i> <ul style="list-style-type: none"> ◦ Have participants shout out what success could look like for each of the objectives and write those ideas below each on the flip chart or on the colored sheet of paper next to it. • These ideas will be used in developing our evaluation plan. <p>Focused Conversation on Communication (10 min)</p> <ul style="list-style-type: none"> • Ask: "How can we communicate our strategic planning work to our program staff, board members, member organization staff, potential partners, funders and community members." <ul style="list-style-type: none"> ◦ Record the participants answers on half sheet next to objectives or flip charts. ◦ If time allows begin to identify who oversees the communication and when. 	
<p>Next steps to planning: This information will be helpful in completing communication plans and writing the evaluation plan.</p>	

Final Element: Closing

1. Strategic Planning Agenda: Single-Day Event

[Rural Health Network]
Strategic Planning Event
[Date and Time]
[Location City, State]

9:00 – 10:00 am

- Welcome, Introductions, and Agenda – 30 min
 - Network Director
 - Planning Facilitator
- Strategic Planning Overview and Methodology (*presentation available from RHI*) – 30 min

10:00 – 12:30 pm

- Strategic Planning – Part 1
 - *Vision and Project Goal Check-In and Commitment* –30 min
 - Environmental Scan (*presentation – see pages 12-13 of this guide*) – 30 min
 - *Environmental Analysis to Prioritize Levers and Blocks* – 90 min

12:30 – 1:15 pm

- Lunch

1:15 – 3:45 pm

- Strategic Planning – Part 2
 - *Strategic Objectives Workshop* – 120 min **or**
Strategic Objectives Check – In Discussion - 60 min
 - *Strategic Objectives Crosswalk with Levers and Blocks chart*
 - *Alignment of Strategic Objectives with Mission and Vision* – 30 min

3:45 – 4:30 pm

- *Communication and Measurement Exploration* – 35 min
 - What does success look like?
 - How are we going to communicate today's work?
 - Board/Advisor Approval Process for next board meeting
- *Planning Event Conclusion and Closing* – 10 min



Closing Your Planning

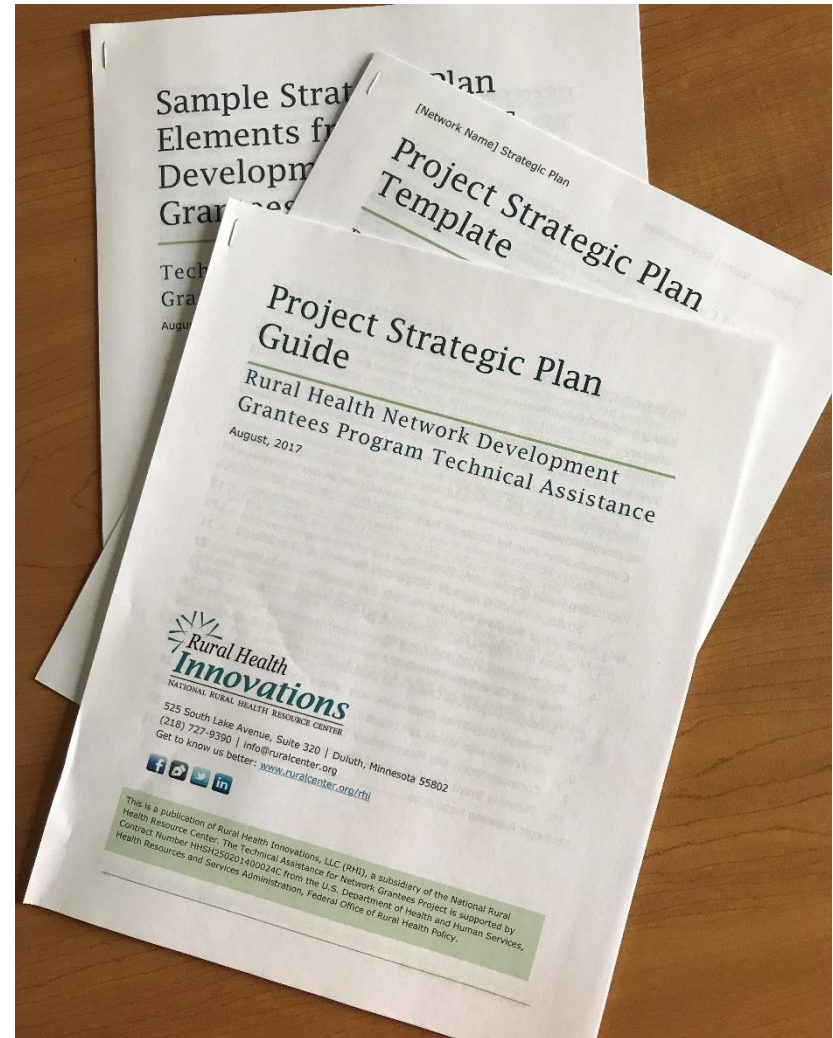
10. Planning Event Conclusion and Closing

Facilitation Guide: 10-Minute Discussion

Rational Objective: Close the workshop. Review takeaway.	Experiential Objective: Relaxed atmosphere, participants paying attention.
Setup and Materials: Chose one question or you may use both questions within each type.	
Pre-requisites: Participated in workshops.	
Opening: <i>As we wrap up our time together today I would like to take 10 minutes to reflect on our day.</i>	
Focused Conversation O - What is something from the day that you stood out for you or resonated with you? (Go around the room.) - What was one thing that was a highlight, new discovery or a 'WOW' for you as we did this? (Go around the room.) R - What about the data up on the sticky walls make the most sense – which parts are most clear? - Where were you really engaged in the process? Where did you find yourself hanging back or disinterested? - What feelings or emotions came up for you? I - Anything that is a question for you or feels confusing or undone? - What is the significance of the work we have just completed? D - Where are you the most excited or 'can't wait to get started?' Thank them for coming and talk about the next formal steps, such as board approval or when the next meeting will be.	

Strategic Plan Toolkit

- 'Project Strategic Plan **Guide**'
- 'Project Strategic Plan **Template**'
- '**Sample** Strategic Plan Elements from Various Development Network Grantee'



Strategic Plan Guide

TABLE OF CONTENTS

Background and Purpose	2
Glossary	3
Getting Started With Strategic Planning	4
Strategic Plan Components	10
Network Purpose, Shared Vision and Project Goals	11
Environmental Scan and Analysis	12
Strategic Objectives	14
Communication Plan for Strategic Planning	16
Next Steps	17
Facilitation Guide For Strategic Planning	179
1. Strategic Planning Agenda: Single-Day Event	21
2. Strategic Planning Agenda: Multiple-Day Sessions.....	22
3. Vision and Project Goal Check-In and Commitment	23
4. Environmental Scan and Analysis.....	24
5. Strategic Objectives Workshop	25
6. Strategic Objectives Check – In Discussion	26
7. Strategic Objectives Cross-walk with Levers and Blocks Chart.....	27
8. Alignment with Vision and Mission	28
9. Communication and Measurement Exploration.....	29
10. Planning Event Conclusion and Closing	30
Strategic Planning Resources.....	31

- Background and Purpose
- Glossary
- Getting Started
- Components
- Facilitation Guide
- Resources

Background and Purpose

BACKGROUND AND PURPOSE

Rural Health Innovations (RHI), LLC, is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are the nation's leading technical assistance and knowledge center in rural health. In partnership with The Center, RHI enhances the health of rural communities by providing products and services with a focus on excellence and innovation. RHI is providing technical assistance (TA) to the Rural Health Network Development grantees through a contract with the Federal Office of Rural Health Policy (FORHP).

The aim of strategic planning effort is to identify deliberate paths for effective change that will move an organization from today's environment toward its vision. The purpose of this *Project Strategic Plan Guide* is to support Rural Health Network Development grantees in understanding:

- Commitment to a shared vision as a key to effective strategic planning
- The dynamic and iterative nature of the strategic planning cycle
- Four key components of a strategic plan for a network's grant project
- Specific tools for developing an effective strategic plan

The outcome of using this guide will be a completed strategic plan for a network that includes documentation of a shared vision, an environmental analysis of blocks and levers, a projects strategic objectives and communication plan.

The audience of this *Project Strategic Plan Guide* for Rural Health Network Development Programs grantees includes the network leaders of rural health networks. This guide is designed as part of a toolkit that also includes a template and sample documents.

Glossary

GLOSSARY

The following are terms you will find throughout the strategic plan materials, which are based on the Baldrige Performance Excellence Framework. (National Institute of Standards and Technology, Baldrige Performance Excellence:

<http://www.nist.gov/baldrige>).

Alignment: A state of consistency among plans, processes, information, resources decisions, workforce capability and capacity, actions, results and analyses that support key organization-wide goals.

Approach: The methods your organization uses to carry out its processes.

Goals: Future conditions or performance levels that your organization intends or desires to attain.

Governance: The systems of management and controls exercised in the stewardship of your organization.

Effective: How well a process, or a measure, addresses its intended purpose.

Key: Major or most important; critical to achieving your intended outcome.

Mission: Your organization's overall function.

Partners: Key organizations or individuals who are working in concert with your organization to achieve a common goal or improve performance.

Results: Outputs and outcomes achieved by your organization.

Stakeholders: All groups that are or might be affected by your organization's actions and success.

Strategic objectives: The aims or responses that your organization articulates to address major changes or improvement, competitiveness or social issues and service advantages.

Vision: Your organization's desired future state.

Getting Started

GETTING STARTED WITH STRATEGIC PLANNING

The work of strategic planning provides a means for building stakeholder consensus on the vision of the network and the objectives that will drive change. Following are questions to consider as preparation for developing and writing a strategic plan.

Is writing a strategic plan worth the effort?

A strategic plan is the end result of an intentional planning effort. Peter Drucker, a management thinker from the '50s and '60s, said, "The best way to predict your future is to create it." The goal of strategic planning is to articulate the paths that will create the desired future. Strategic planning provides a focus for a network and a process of determining the key areas to work on that will move a network toward its vision and fulfill its purpose. The strategic planning process will create a road map for completion of the grant project leading toward success.

There are new stakeholders at the table that were not a part of developing the grant goals and strategies. Going through a strategic planning process will engage their support and participation. Doing strategic planning will validate the goals and strategies developed during the grant application process. Another aspect to consider is the situation or environment may have changed since writing the grant application. A strategic planning process will allow the opportunity to make needed adjustments.

Strategic plans serve a purpose for both internal and external audiences.

- Internal readers will use the strategic plan as a reference for decision making and a guide or roadmap for meeting challenging changes.
- External readers will use the strategic plan to gain a better understanding of the network's focus, direction and strategies to make decisions such as funding or membership.

Which strategic planning framework should we use?

There are different approaches to or frameworks for strategic planning. Each has its strengths and best applications. Each person, or network, may have their favorite approach. The framework selection is based on the preference of the network leadership. We find the Traditional Strategic Planning framework tends to fit the network environment better. This guide includes language based on the Traditional Strategic Planning framework.

The descriptive language and terms may vary between frameworks or approaches. Whichever planning framework is selected, be consistent with the language throughout the planning and documentation process. No matter what methodology

Components

STRATEGIC PLAN COMPONENTS

for Rural Health Network Development Grant Projects

This guide provides support to networks in developing a project strategic plan based on the following four components:

- 1. Network Purpose, Shared Vision and Project Goals**
This section provides a high-level overview of the network's history, members and mission, and states the shared vision and primary grant project goals.
- 2. Environmental Scan and Analysis**
This section reviews significant characteristics of the network's internal and external environment in terms of key blocks and strengths of the network, particularly associated with the grant project goals.
- 3. Strategic Objectives**
This section identifies the two- to -three year strategic objectives that will move the network toward its project goals.
- 4. Communication Plan**
This section details how the strategic objectives are communicated throughout the network and partner organizations.

Component Details

Network Purpose, Shared Vision and Project Goals

This section provides a high-level overview of the network's history, members and mission, and states the shared vision and primary grant goals. It sets the context for the strategic planning efforts. When writing your strategic plan, a narrative of the following elements are typical for this section:

History: The information in this section provides the reader with context for the network's activities and infrastructure. A brief overview of the main points and significant achievements is an appropriate level of detail for the strategic plan.

Members: Listing the key partners participating in the network will help illustrate collaborative achievements, demonstrate the level of community commitment and convey the scope of the project. Also, consider including the location or service area of each partner, type of organization and network role.

Mission: A mission statement articulates your network's purpose for being and the network's values. The mission will describe how the network will achieve its vision in relation to specific objectives and customer needs.

Shared Vision: A vision statement, or list of vision "achievements", expresses your network's aspirations. It outlines where your network aims to be in the next two-to-three years, acting as a beacon for your grant goals. (If your network does not have a vision, please contact RHI for tools to assist in developing a vision.)

Goals: List your primary grant goals. These are the future conditions, or performance levels, that your network intends or desires to attain through the life of the grant. These can be found in the grant application. These goals act as your beacon for identifying project strategic objectives.

*It is critical for the network's project goals to have full commitment from leadership, staff and stakeholders in the early steps of planning. See the **Facilitation Guide for Project Strategic Planning** (Page 18) for assistance in conducting a project goals check-in discussion.*

Facilitation Guide for Strategic Planning Continued

FACILITATION GUIDE FOR STRATEGIC PLANNING

The following materials are intended to provide support in designing and leading strategic planning events that include discussions and workshops with network stakeholders. The facilitation conversations and workshops are based on the Technology of Participation Focus Conversation and Workshop methods. These methods center on participative values and group decision-making facilitation principles. The goal of the following tools is to provide network leaders with ways to engage stakeholders through meaningful discussion and problem solving for effective strategic planning. This guide contains the following 10 facilitation tools:

Strategic Planning Design and Agendas

1. The first agenda illustrates a single event designed for five-to-seven hours of presentation, discussion and planning.
2. The second agenda breaks the planning elements down into five one-to-two hour sessions.

Shared Vision and Project Goal Check-In

3. Your network has an established vision. It is important to revisit the vision through an intentional check-in and commitment discussion before moving forward with strategic planning. The same is true of your project goals.
 - o Reaching agreement on and commitment to the network vision and project goals is a critical component in creating meaningful strategic objects.
 - o The participants will gain an understanding of and comfort with the network vision.

Environmental Scan Analysis Workshop

4. After the environmental scan data has been presented, the planning participants will engage in a discussion to analyze the data. Through this conversation, participants will identify the key levers and blocks the network is facing as it works to achieve the network vision.
 - o Find key levers and blocks, both internal and external, which will be incorporated into the development of strategic objectives.
 - o Feel confident that the key leverage points and underlying blocks have been identified to consider strategic options.

Resources

STRATEGIC PLANNING RESOURCES

For further research and guidance on the strategic planning process, we encourage you to explore these additional resources:

Aim for Impact and Sustainability, Rural Health Innovations

<https://www.ruralcenter.org/rhi/network-ta/aim-for-impact>

Baldrige Performance Excellence Program: Health Care

http://www.nist.gov/baldrige/publications/hc_criteria.cfm

Business Model Canvas, Business Model Generation

<http://www.businessmodelgeneration.com/canvas/bmc>

Integrating the Strategic Plan, Logic Model, and Work Plan, Evaluation Research Team

<http://www.cdc.gov/healthyouth/evaluation/pdf/brief5.pdf>

Program Evaluation Planning and Tools: Allied Health Workforce, Rural Health Innovations

<https://www.ruralcenter.org/resources/allied-health-program-evaluation-planning-and-tools>

So Many Plans, So Little Time: Aligning and streamlining your planning efforts for long-term success

http://oncenterblog.weebly.com/on-center-blog/-so-many-plans-so-little-time?utm_source=Network+TA%3A+April+Newsletter+2017&utm_campaign=Network+TA+April+2017&utm_medium=email

Strategic Planning Basics, Balanced Scorecard Institute

<http://balancedscorecard.org/Resources/Strategic-Planning-Basics>

Strategic Planning Process Outline, Center for Rural Health, University of North Dakota School of Medicine and Health Sciences

<https://www.ruralcenter.org/tasc/resources/strategic-planning>

Strategic Planning That Leaves You Smiling, Studer Group (webinar recorded 10/13/2014)

<https://www.studergroup.com/resources/news-media/articles/studer-group-to-host-national-rural-health>

Strategic Planning That Works: Integrating Strategy with Performance, American College of Healthcare Executives (webinar series ACHE members: \$530, Non-members: \$605)

http://www.ache.org/seminars/online_detail.cfm?PC=ONLSTPLAN

Strategic Plan Template

[Network Name] Strategic Plan

Project Strategic Plan Template

Rural Health Network Development Program Technical Assistance

August, 2017



525 South Lake Avenue, Suite 320 | Duluth, Minnesota 55802
(218) 727-9390 | info@ruralcenter.org
Get to know us better: www.ruralcenter.org/rhi



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Strategic Plan Template

- Background and Purpose
- Instructions
- Strategic Plan Components
- Next Steps

[Network Name] Strategic Plan

Table of Contents

Background and Purpose.....	2
Instructions.....	3
Strategic Plan Components.....	4
Network Purpose and Shared Vision.....	4
Environmental Scan and Analysis.....	5
Strategic Objectives.....	6
Strategic Map.....	7
Communication Plan.....	8
Next Steps.....	9

Template: Background and Purpose/Instructions

[Network Name] Strategic Plan

BACKGROUND AND PURPOSE

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This *Project Strategic Plan Template* was created to provide support to Rural Health Network Development grantees in writing an effective and dynamic strategic plan after you have held a participative planning event as outlined in the *Project Strategic Plan Guide*.

This template is designed for use in conjunction with the *Project Strategic Plan Guide* for Rural Health Development Networks. For samples of the completed strategic plan components reviewed in the guide and template, see the *Project Strategic Plan Samples* for Rural Health Development Networks document. Additional resources on strategic planning can be found on RHI's [Network Aim for Sustainability Portal page](#).

[Network Name] Strategic Plan

INSTRUCTIONS

Although a specific template for the strategic plan is not required as part of the Rural Network Allied Health Training Program grant deliverable, the following components are recommended:

- Network Purpose and Shared Vision
- Environmental Scan and Analysis
- Strategic Objectives
- Communication Plan

There is no correct way to present a strategic plan. We offer this template to provide your network with ideas and a starting point as you make decisions about creating your report. To use this template for documenting your network's strategic plan, complete the following steps:

- Revise the cover page to display the appropriate network/program information, including name, location, authors of the report and the date.
- Remove the Background and Purpose section and the Instructions section on pages 2 and 3 of this template document.
- Change the headers and footers to reflect your network name.
- Complete the sections provided with relevant information in the form of narratives, tables, diagrams and charts as appropriate.
- Update the Table of Contents to reflect your new content language and layout.

Template: Strategic Plan Components

- Network Purpose and Shared Vision
- Environmental Scan and Analysis
- Strategic Objectives
- Communication Plan

Template: Network Purpose and Shared Vision

STRATEGIC PLAN COMPONENTS

Network Purpose and Shared Vision

This section provides a high-level overview of the network's history, members and mission, and states the shared vision and primary grant goals.

Keep this section to no more than two pages. Standard narrative text is typically the most functional format for this component, although visuals could certainly be created if desired.

See page 11 of the *Strategic Plan Guide* for Rural Health Development Networks, and *Project Strategic Plan Samples* for Rural Health Development Networks for details.

- **Network History**
- **Network Members**
- **Network Mission**
- **Network Shared Vision** (along with a brief description of your process for reaching consensus on and/or reviewing the shared vision)
- **Primary Project Goals**

Template: Environmental Scan and Analysis

[Network Name] Strategic Plan

Environmental Scan and Analysis

This section reviews significant characteristics of the network's internal and external environment in terms of key blocks and strengths of the network.

A summary of the environmental scan can be a narrative form, a chart or diagram. The description of the environment and the accompanying analysis should be not more than two pages.

See pages 12-13 of the *Strategic Plan Guide* for Rural Health Development Networks, and *Project Strategic Plan Samples* for Rural Health Development Networks for details.

Summary of Environmental Scan

Table for Environmental Scan and Analysis

Environmental Scan Analysis Documentation Network Strategic Planning	
Focus Question: What are the levers and blocks that we will either leverage or work around in moving toward our project goals?	
Objective and Method: In this discussion we will begin by first brainstorming those events and happenings that will assist our Network as it moves toward its project goals (levers) and those that will get in its way (blocks). We will begin working in small groups and then reforming with the entire group while clustering our ideas and looking for insight on the environmental factors that we will need to be aware of and think strategically about when planning for the strategic paths along with direction we will take toward our vision.	
Vision Goal Topic: Complete Expansion of Service into Dental Clinic and Mobil Units	
Environmental Levers	Environmental Blocks
<ul style="list-style-type: none"> • PCs available for use in dental clinics • Possible alternative data networks available for use in (<i>insert community</i>) area; possibility of additional remote sites to improve coverage • Installation is currently on schedule 	<ul style="list-style-type: none"> • Decision between client or server model or autonomous for dental EMR • Additional equipment needs not in original budget (Intra-Oral camera) • Jabber remote accounts still require authorization forms and account set-up
Vision Goal Topic: Recruitment of Full-Time or Part-Time Dentist to Expand Capacity of Treatment	
<ul style="list-style-type: none"> • New graduates; retired or near-retirement dentist or local community dentist as the target pool of candidates • Opportunities with local Dental School to promote and educate new students on tele-dentistry services as an alternative employment venue to traditional dentistry • Several options to advertise the position through our partners such as local School of Dentistry, State Dental, Association of State and Territorial Dental Directors and personal contacts 	<ul style="list-style-type: none"> • Available budget for salary may decrease applicant pool for full-time employee • Dental professionals may lack knowledge of tele-dentistry services as their practice is still new

Chart for Environmental Scan and Analysis



Template: Strategic Objectives

[Network Name] Strategic Plan

Strategic Objectives

This section identifies the two-to-three year strategic objectives that will move the network toward its vision.

This information should fit into one page. There are options for presenting this information. Using the simplified format below, a strategy map or your logic model.

See page 14 of the *Project Strategic Plan Guide* for Rural Health Development Networks and *Project Strategic Plan Samples* for Rural Health Development Networks for details.

Goal #1:

A: (Strategic Objective)

B: (Strategic Objective)

Goal #2:

C: (Strategic Objective)

D: (Strategic Objective)

Goal #3:

E: (Strategic Objective)

F: (Strategic Objective)

Network Example of Objectives

Strategic Objectives (Sample A)

Strategic Objective Documentation: Network Strategic Planning						
Network Vision: Improving access to dental care in underserved areas by utilizing technology to leverage existing resources.						
Consensus Strategic Objectives	Continued Pursuit of Medicaid Reimbursement for Tele-Dental Services to Improve Sustainability	Complete Expansion of Service into Dental Office and Mobile Clinic	Recruitment of Part or Full-Time Dentist to Expand Capacity of Treatment	Further Development of Tele-Dentistry Protocol for Adoption by the State Department of Health	Implementation of Student Rotation of Tele-Dentistry Services	Finalize the Method for Staff to Provide Oversight and Consultation Services
Small Group Ideas and Actions Data	<ul style="list-style-type: none"> Examine the best practices of other states with billing codes; e.g. California Continue advocacy of tele-dental billing codes from State Department of Health Advocate to recognize the hygienist as a provider of services under protocol Explore additional funding opportunities such as Ryan White, state oral health, and tobacco prevention funding 	<ul style="list-style-type: none"> Finish installation of circuit and equipment once circuit is available Review all equipment needs to ensure full functionality Review facilities for possible remote dental sites Explore the possibility of utilizing additional community data and network resources to expand accessibility to tele-dental program 	<ul style="list-style-type: none"> Target new graduates, retired or near retired dentist, or dentist from local area with ties to community Pursue a loan repayment program to attract new graduates Leverage our partners at local dental school to educate students on Public Health and inform them of employment opportunities Advertise via newspaper ads, State Dental Association publication, State's School of Dentistry, and the Association of State and Territorial Dental Directors 	<ul style="list-style-type: none"> Additional chapter to existing State Public Health Dental Protocol specific to tele-dentistry building on components already in place Review and revise current intake packets 	<ul style="list-style-type: none"> Use the rotation to familiarize students with the technology and tele-dental services Explore additional use of system capabilities such as providing CEU credits to dentist and hygienist Develop method of supervision for dental students that are in rotation by a pediatric dentist 	<ul style="list-style-type: none"> Utilize teleconferencing technology to allow easy access of dentist by network members to provide live interaction and consultation of outstanding cases Utilize tele-dental tools such as digital x-ray and intra oral cameras via teleconferencing to relay dental images to dentist

Strategy Map

[Network Name] Strategic Plan

Optional: Strategic Map

Finance <i>As financial stakeholders, how do we intend to meet the goals and objectives in the network's</i>			
Customers and Partners <i>As customers of the network services, what do we want, need or expect?</i>			
Internal Processes <i>As members of the organization's staff, what do we need to do to meet the needs of the patients and healthcare</i>			
Learning and Growth <i>As an organization, what type of culture, skills, training, and technology are we going to develop to support our processes?</i>			

Template: Communication Plan

[Network Name] Strategic Plan

Communication Plan

This section details how the strategic objectives and initiatives are communicated throughout the network and partner organizations.

Consider using a visual to illustrate the communication plan. This section should be no more than two pages. Add rows as needed.

What is being Communicated?	Audience of Communication	Mode of Delivering Information	Frequency of Delivering Information	Person Responsible for Communication
<i>Mission / Vision</i>				
<i>Strategic Objectives</i>				

Networks Example of Communication Plan

Communication Plan (Sample A)

Stakeholder	Need/Use	Mode	Method	Timing
Child Care Providers	Alignment with universal development screening training	Public Relations	Organization Outreach	Y1Q1
Children's Village Leadership and Clinical Committees	Alignment with operational policies and procedures	Word of Mouth; Monthly Meetings	Internal/Employee Relations	Y1Q1
Children's Village Medical Advisory Committee	Alignment with medical policies and procedures	Word of Mouth; Quarterly Meetings	Internal/Employee Relations	Y1Q1
Children's Village Parent to Parent Advisory Board	Alignment with parent support	Word of Mouth; Quarterly Meetings	Internal/Employee Relations	Y1Q1
Children's Village Partners	Alignment with service delivery	Word of Mouth; Quarterly Meetings	Internal/Employee Relations	Y1Q1
Children's Village Staff and Providers	Alignment with service delivery	Word of Mouth; Quarterly Meetings	Internal/Employee Relations	Y1Q1
Early Learning Centers	Alignment with early intervention consultation	Public Relations	Organization Outreach	Y1Q1
Health Plans	Alignment with home health care coordination	Public Relations	Organization Outreach	Y1Q1
Health Professions Schools	Alignment with interprofessional care team training	Public Relations	Organization Outreach	Y1Q1
Medical Homes	Alignment with universal developmental screening training	Public Relations	Organization Outreach	Y1Q1
Regional Children's Hospital	Alignment with HIE interface	Public Relations	Organization Outreach	Y1Q3
Regional Clinically Integrated Network	Alignment with pediatric clinical practice guidelines	Public Relations	Organization Outreach	Y1Q1
	Contracts and grants	Public Relations	Organization Outreach	Y1Q1

Next Steps

Updating your plan



Network Strategic Plan

[Network Name] Strategic Plan

Strategic Plan

[Your network name]

[Your city and state]

[Date]



Network Contact Information

Questions



Debra Laine

Program Specialist

218-216-7042

dlaine@ruralcenter.org

Get to know us better:

<http://www.ruralcenter.org>

