

Strategic Planning Pathway Alternatives

The rapid changes enveloping providers have created a resurgent need for action-driven strategic planning. A Full Strategic Plan process is compared below with two alternatives. Though each establishes a vision and goals, they differ in several ways. Organizations can maximize impact by selecting the optimal approach.

Key Characteristics

Benefits

Full Strategic Plan

- Development of a new plan
- Thorough Environmental Assessment
- Broad stakeholder participation
- Selection of high priority strategies
- Completion: 4-6 months

- Maximum alignment among board, management and clinical staff
- Shared commitment to implementation
- Clear road map

Focused Strategy Development

- Development of a strategy for a key service or issue
- Environmental Assessment on selected issue(s)
- Narrower stakeholder participation
- Selection of high priority initiatives
- Completion: ≤ 3-5 months

- Expedited decision-making and alignment on key issues
- Enables stakeholders to contribute to Plan while remaining focused on other high priority issues
- Focus on selected issues enables increased specificity in initiatives and Action Plan
- Reduced investment (time and \$)

Strategic Plan Retreat

- Annual update to existing plan or new one year plan
- Preparation of internal and market data to catalyze discussion/decisions
- In single stand-alone retreat: discuss data, select high priority issues, draft initiatives
- Facilitator contributes perspective, enables deeper insight & stronger plan
- Completion: 1-2 days

- Fastest path to decisions and action
- Enables stakeholders to contribute to Plan while remaining focused on other high priority issues
- Action plan: rigorous, realistic, high commitment due to development by stakeholders
- Lowest investment (time and \$)