

# Cochise County Health & Social Services Strategic Planning

Presented by  
Dr. Maria Church, CEO

# Agenda

1. Strategic Project Overview
2. Scope and Timeline
3. Measure
4. Strengths & Risks
5. How Else We Can Help
6. Roles & Responsibilities
7. Immediate Next Steps



# Strategic Project Overview

# Vision – Strategic Plan

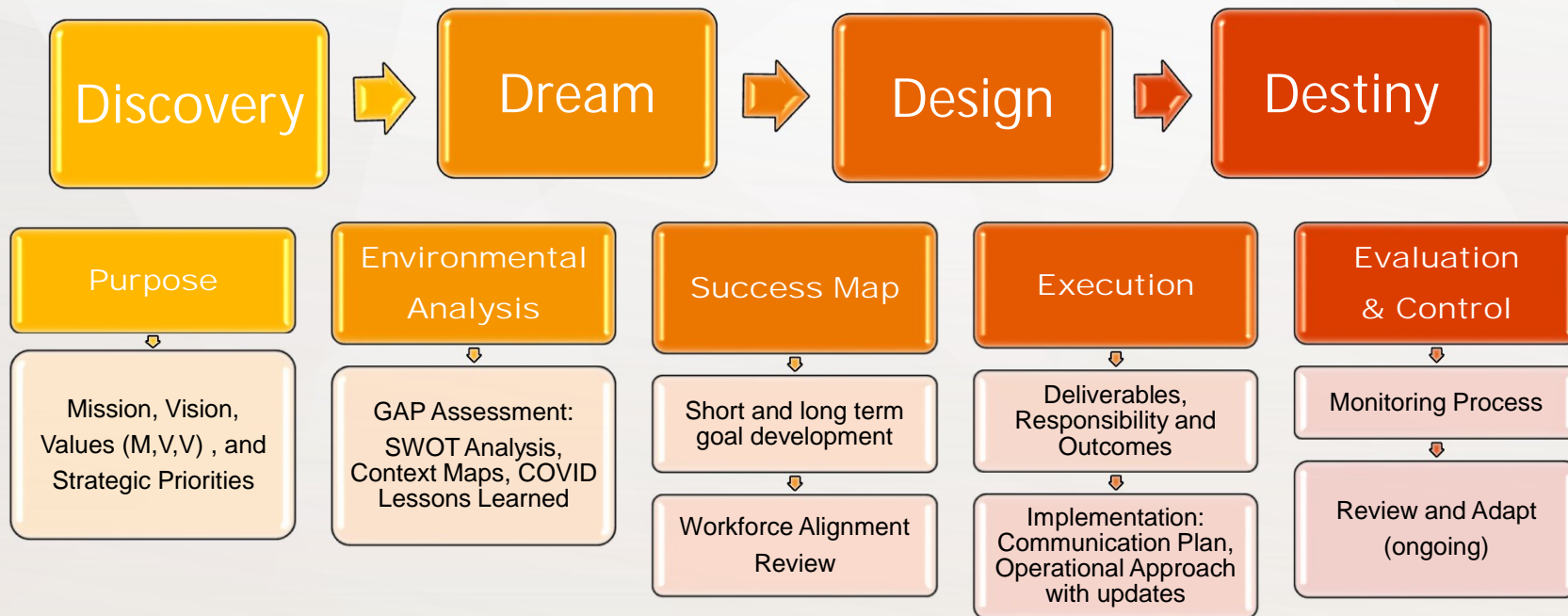
- Identify your core purpose and align goals, actions, and resources to fulfill that purpose.
- Ensure your organization is focused on the most important and relevant issues that need to be addressed.
- Develop a collective vision to guide the department into the future.
- Align Strategic Plan with PHAB standards.





# Scope

# Strategic Planning Process



# Pre-Sessions

1. Launch meeting with Alicia, Beth, and Alex to review the scope
2. Assist with Strategic Communication about Strategic Planning Process
3. Meet 'N Greet with the entire department to walk thru the process and build excitement and commitment
4. Conduct an in-depth strategic asset review including PHAB standards.

# Strategy Session #1

## Discovery

1. Review/Set Your Mission, and Vision
2. Review Your Core Values/Guiding Principles and Assuring Alignment
3. Identify your Strategic Priorities
  - Include consideration of enhancing workforce development, communication, financial sustainability, information management/technology
  - Include the process for selecting strategic priorities

# Strategy Session #2

## Discovery - Dream

1. Analyze Your Environment with Gap Assessment - identify strengths and challenges, external trends/events/factors that may impact community health or the health department
  - Conduct a SWOT Analysis
  - Review Context Maps
  - Lessons Learned from COVID – growth and enhancements to incorporate into Strategic Plan

# Strategy Session #3

## Dream - Design

1. Develop “key” goals and objectives with measurable and time-framed targets
  - Short-term goals (1-2 years)
  - Long-term (over 2 years)
  - Audacious goals (stretch ones)
2. Identify objectives for each goal (action items, target dates, milestones, etc.)
3. Start action steps to address objectives

# Strategy Session #4

## Destiny

1. Establish a Responsibility Matrix (Goal Champions)
  - Hold champions accountable for deliverables
2. Finalize Strategic Plan with PHAB standards
3. Monitor and Evaluation of Process
  - Description of how implementation is monitored and progress toward achieving those objectives/strategies/actions
  - Linkage (as appropriate) with Community Health Improvement Plan (CHIP) and Performance Management (ClearPoint Strategy)

# Monitoring Sessions

## Monitor Plan

1. Monitor the implementation of the department-wide strategic plan
  - Track progress towards all objectives monthly for 9 months
  - Communication with governance and staff concerning the implementation of the plan
2. Conduct Landing Meeting and Debrief

# Proposed Session Timeline

Session #1 – Month 1	Session #2 – Two Weeks Later	Session #3 – Two Weeks Later	Session #4 – Two Weeks Later	Monitoring Two Weeks Later
- Define Purpose	- Gap Analysis	- Goals & Objectives	- Responsibility	- Monthly
- Mission, Vision	- SWOT	- Action Steps	Matrix	- Minutes
- Values Alignment	- Context Maps	- Milestones	- Evaluation Plan	- Accountability
- Strategic Priorities	- Lessons Learned		- Communication Plan	- PM Integration

TWEEN Activity:  
Come to Session 2  
with your Strategic  
Priorities

TWEEN Activity:  
1<sup>st</sup> Draft of Key  
Strategic Goals

TWEEN Activity:  
Finalize Strategic  
Goals and Establish  
Objectives and  
Milestones

TWEEN Activity:  
Review Final  
Strategic Plan with  
Action Items and  
Due Dates

# Beyond Current Scope

- Additional Individual and/or Organizational Assessments
- Individual and/or Group Coaching
- Focus Groups and/or Additional Interviews beyond identified





# Measure

# What We'll Measure

- Mission, Vision, and Values Alignment
- Identified Strategic Priorities
- Completed Gap Analysis
- Strategic Plan Completion in compliance with PHAB standards
- Strategic Communication Plan (pre and post)
- Strategic Plan Elements and Performance Management Linkage



# Strengths and Risks

# Leverage

## GLS

- Over 12 years experience working with local government cultures
- Strategic Planning in both public and private sectors
- Thought leadership in areas of leadership development and organizational development
- Focus Groups/Marketing Experience

## Cochise County Health & Social Services

- Care/Concern about the community
- Institutional knowledge
- Commitment to the mission
- Willingness to move out of comfort zone
- Perspective of ONE team to the process

# Caution

- What we need to watch out for:
  - Lack of participation/engagement
  - Not hearing each other
  - Not being honest
  - Self-interest above collective (silos)
  - Analysis Paralysis





# How Else Can We Help?

# Other Happenings

- Department Reorganization
  - Visioning Day
  - Group & Individual Coaching
- All Hands-On Deck Meeting
  - Keynote Motivational Speech
- Culture and Change Initiatives
  - Intentional Organizational Culture Process
  - Innovation Lab
- Rapid Turnover or Other Concerns
  - Focus Groups
  - Appreciative Inquiry Workshop
- Promotion to Leadership Role
  - Leadership Development Classes
  - Executive and Leadership Coaching
  - Emotional Intelligence (EQ) assessment



# Roles and Responsibilities

# Roles, Responsibilities, and Chain of Command

- Best Point of Contact – Alex, Beth
  - Scheduling – Alex, Beth
  - Communication with organization – Alex, Beth
  - Coordination of logistics – Alex, Beth
  - Process invoices – Alicia
- Our Team
  - Planning – Mae, Marie, and Maria
  - Scheduling – Veronica, Mae
  - Facilitation of Process – Mae
  - Final Report and Presentation – Mae and Maria
  - Survey Closeout Link - Marie

# What's Next?

Launch Checklist			
For Cochise County Health Dept		For GLS	
1.	Identify Internal Admin Team	1.	Identify GLS team
2.	Provide any additional resources for better understanding to support strategic plan	2.	Send Strategic Communication Template for introduction of Strategic Planning Process
3.	Review and edit Strategic Communication for distribution	3.	Co-create agenda for Meet 'N Greet
4.	Select date for Meet 'N Greet (at least 2 weeks prior)	4.	Conduct Meet 'N Greet session
5.	Distribute Virtual Meet 'N Greet session invitation (GLS provide link)	5.	Prepare session materials (hard copies or electronic?)
6.	Identify dates for upcoming planning sessions & finalize timeline schedule	6.	Conduct planning sessions



# Immediate Next Steps

# Immediate Next Steps

- Set Kick-off meeting
- Approve timeline with dates
- Finalize Strategic Communication
- Execute contract

