Meeting 3

Tuesday, December 13 – to discuss goals, objectives, and strategies

Goal 1 Workgroup (11am-12:30 pm EST)
Will focus on health care workforce, collaborative relationships and access to health care services

Goal 2 Workgroup (1pm-2:30pm EST)
Will focus on health care quality and systems of care

Goal 3 Workgroup (3pm-5pm EST)
Will focus on program management and operations
Workgroup Charge

- Make recommendations to IHS Senior staff to complete the IHS Strategic Plan.

- Includes:
  - Recommending strategies for each of the goals and objective
Strategic Planning and Strategies

Strategic Planning is:
◦ “The process by which the leadership of an organization envisions the future and then identifies the necessary actions and assigns resources to implement the plan to improve .... performance” *

Goals, Objectives and Strategies:
◦ “Statements of what needs to be achieved by an organization to move it toward its purpose...strategic in nature (long-term focused)”

* Quality as a Business Strategy, Ch. 8
Framework Definitions

Goals
Broad Initiatives that enable the plan’s mission to be realized

Objectives
Changes, outcomes, and impact a plan is trying to achieve

Strategies - What
Related activities to fulfill strategic objectives

Measures
How IHS will measure progress or success on the strategy

Charters - How
Specific aim, expected outcomes, measures, and work plan for improvement
Discussion of Regrouped Strategies and Charters based on Tally
Review Process – Strategies and Charters

- Strategies and Charters
- Review and discussion of tally findings
Review Process – New Strategies

• New Strategies
• Strategies or Charters?
### Example: Goal 1 Objective 1: RECRUIT, DEVELOP AND RETAIN A DEDICATED, COMPETENT, CARING WORKFORCE.

<table>
<thead>
<tr>
<th>Proposed Strategies or Charter/Activity</th>
<th>Strategy (%)</th>
<th>Charter/Activity (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Portland Area Strategic Plan:</strong> Improve leadership skills and adopt a leadership model, develop mentoring programs and improve customer service skills.</td>
<td>100.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Develop, publish and measure standards of provider productivity to improve the quality and efficiency of health services.</td>
<td>50.0</td>
<td>50.0</td>
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<tr>
<td><strong>Billings Area Strategic Plan:</strong> Establish recruitment package performance measures; track and share the results of this measures with the ELT on a quarterly basis.</td>
<td>40.0</td>
<td>60.0</td>
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</tbody>
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Review Process (continued)

- Modify/Move Strategies
- Combine Strategies
- Delete
### Summary of Responses – Move and Reword

**Example:** Goal 1 Objective 1: RECRUIT, DEVELOP AND RETAIN A DEDICATED, COMPETENT, CARING WORKFORCE.

<table>
<thead>
<tr>
<th>Proposed Strategies or Charter/Activity</th>
<th>Move to:</th>
<th>Suggested Rewording</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Portland Area Strategic Plan:</strong> Improve leadership skills and adopt a leadership model, develop mentoring programs and improve customer service skills.</td>
<td></td>
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<tr>
<td><strong>Develop, publish and measure standards of provider productivity to improve the quality and efficiency of health services.</strong></td>
<td>Goal 2.1</td>
<td>Suggest deleting &quot;provider productivity&quot; and replacing with &quot;quality care&quot; - &quot;productivity&quot; carries a negative tone and implies false measures of quality.</td>
</tr>
<tr>
<td><strong>Billings Area Strategic Plan:</strong> Establish recruitment package performance measures; track and share the results of this measures with the ELT on a quarterly basis.</td>
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