



Execution Management Guide

FY17-20 STRATEGIC PLAN EXECUTION

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PRODUCED BY
OnStrategy

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IMPLEMENTATION OVERVIEW

Meeting Type	Time Required	Attendees	Purpose/Format
Bimonthly Operational Review	30 mins	Exec Team	Share priorities, activities and resolve any runway issues. Focus is next 2-3 weeks
Bi-Monthly Strategy Review	45 mins	Directors and Supervisors	Review the performance of the org decide upon critical issues affecting long-term success
Monthly Board Report	5 mins	Exec Team + Board	Review significant accomplishments from previous month and outline focus areas for upcoming month.
Quarterly Board Report	20 mins	Exec Team + Board	Review progress on performance measures. Receive board feedback on strategic focus areas.
Annual Planning Retreat	1 day	Board, Exec Team, and Supervisors	Confirm strategic direction, update annual goals, develop action plans for next fiscal year.

OPERATIONAL AND STRATEGY REVIEW MEETING GUIDELINES

Key Points Between Operational and Strategic Meetings

Operational Review Meetings	Strategy Review Meetings
<ul style="list-style-type: none"> Semi-monthly What are we working on? Runway level - “Coming in for landing” Keep everyone in the loop on “how” your projects are going High-level updates – are we on target? Escalating issues that require management involvement Special upcoming events Individual report outs 	<ul style="list-style-type: none"> Bi-Monthly Are we working on the right stuff? Waypoint level – “highways in the sky” High-level conversation about “what” we are working on Review of KPIs – are we moving the needle? Deep dive into 1 or 2 organizational goals and discuss strategic issues Take action and adapt the plan Strategic topic deep dive

Semi-monthly Operational Meetings: Purpose

The purpose of the operational meeting is to keep others informed of relevant progress, concerns, and challenges. The status meeting is a weekly briefing of each individual’s weekly priorities. **The focus of weekly operational meetings is at the individual initiative level of the plan.*

Required Attendees:	Executive Team
Frequency:	Weekly, 1/2 hr.
Input to Meetings:	OnStrategy progress updated /initiative level
Handouts for Meeting:	Individual Action Plans (optional); reference the Dashboard

Bi-Monthly Strategy Reviews: Purpose

Bi-Monthly strategy reviews are the heartbeat of the strategic management process. In order for a plan to be an effective management tool, it must be up-to-date, guide decision making and be top of mind. Consistent review of the plan, key performance indicators and strategic discussion are necessary to determine if we are on or off course, and modifying the course if necessary. **The focus of strategy review meetings is at the org-wide goal and Community Outcome level of the plan.*

Required Attendees:	Directors and Supervisors
Frequency:	Bi-Monthly
Input to Meetings:	OnStrategy <u>Org-Wide Goals & Community Outcomes</u> updated with relevant metrics and comments
Handouts for Meeting:	Executive Summary with Progress (optional); reference the Dashboard

Strategic Topic Conversational Model

1. **Brief the issue or topic.** What is the problem we are trying to solve? Provide background information and data (if available) to thoroughly explain the issue. (Issue owner/presenter only)
2. **Ask clarifying questions.** Open up the floor for the rest of the group to ask clarifying questions – getting after the whys. Clarify the issue.
3. **Move to solutions.** Round robin and suggest solutions. Everyone provides a solution even if one does not come to mind immediately.
4. **Take action.** After all the solutions are proposed, the group decides the best course of action, ownership and next steps.

SEMI-MONTHLY OPERATIONAL MEETING AGENDA (DURING DD MEETINGS)

Day, Time, Location

Purpose: Operational check-in to keep others informed of progress, concerns, and challenges. Format of this meeting is a semi-monthly briefing of each individual's status and areas of focus for the upcoming 2-3 weeks.

Prep: Updated progress of each individual's initiatives and supporting action items in OnStrategy.

Attendees: Executive Team

Kevin

Introduce Agenda item

- Wins/accomplishments to celebrate

Each
Individual

Individual Report Out

Each individual to report-out based on following flow: (Referring to Action Plan)

- Key accomplishments
- Off-target items, dependencies, concerns or shifting deadlines
- **Top 5 areas** of focus for the next 2-3 weeks

Kevin

Wrap Up

- Re-cap of any follow-up actions
 - Parking Lot (topics on hold for separate meeting or next bi-monthly strategy review)
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BI-MONTHLY STRATEGY REVIEW

Day, Time, Location

Purpose: Report out on progress against plan with focus on KPI's, make changes to the plan if relevant, and determine the strategic focus for the next 60 days.

Prep: The status of all goals and initiatives has been updated for the entire team.

Attendees: Directors and Supervisors

Kevin

Introduce Agenda item

- Wins/accomplishments to celebrate

Goal
Champions

District Goals

For each District Goal/Community Outcome, report out and discuss:

- Are we on track to hit our target? Why or why not?
- What were the top 3 things we accomplished last 60 days?
- What are the top 3 things we are focusing on over the next 60 days?
- Are there specific "asks" of the group?

Subject
Matter
Expert

Special Topic(s)

*An issue that has emerged and requires dialogue and/or decision making by the group.

For each special topic:

- **Brief the issue or topic.** What is the problem we are trying to solve? Provide background information and data (if available) to thoroughly explain the issue.
- **Ask clarifying questions.** Allow the rest of the group to ask clarifying questions.
- **Move to solutions.** Ask the group to suggest solutions. List potential options.
- **Take action.** After all the solutions are proposed, the group decides the best course of action, ownership and next steps.

Kevin

Wrap Up

- Summarize decisions and actions
- Clarify potential strategic topics for the next meeting
- Recap on high priority of focus over the next 60 days

MONTHLY AND QUARTERLY BOARD REPORTING GUIDELINES

Key Points Between Monthly and Quarterly Board Report

Monthly Board Report	Quarterly Board Report
<ul style="list-style-type: none"> • Monthly • What are we working on? • Keep the Board in the loop on work being done in support of the strategy • High-level updates on major initiatives – are we doing what we said we would do? • Looking for Board insight on initiatives and identifying areas where the Board can participate 	<ul style="list-style-type: none"> • Quarterly • What are we making a difference on? • Keep the strategy and the community outcomes front of mind for the Board • Review of KPIs – are we moving the needle on the community outcomes? • Looking for Board direction on areas that require greater focus and energy.

Monthly Board Report: Purpose

The purpose of the monthly board report is to connect work being done within the Health District to the Health District’s Strategy. **The focus of the monthly board report is at the initiative level of the plan.*

Presenter:	Kevin Dick, Division Directors also report activity in their Divisional Reports
Frequency:	Monthly, 5 mins
Required Preparation:	OnStrategy progress updated /initiative level , Key highlights noted
Report:	Included in ODHO and Division Director Reports; reference the Dashboard

Quarterly Board Report: Purpose

The purpose of the quarterly board report is to review progress on the community outcomes identified in the strategic plan in order to identify trends and ensure the Health District’s actions are making a difference in the health of the community. **The focus of the quarterly board report is at the org-wide goal and community outcome level of the plan.*

Presenter:	Kevin Dick
Frequency:	Quarterly, 20 minutes
Input to Meetings:	OnStrategy <u>Org-Wide Goals & Community Outcomes</u> updated with relevant metrics and comments , Key trends identified
Handouts for Meeting:	Progress update staff report; reference the Dashboard

2016 PLANNING CALENDAR

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Notes
Planning	Strategic Planning			Staff Input Sessions	Mgmt. Input Sessions	Annual Planning Session					Annual Plan Update Review		<ul style="list-style-type: none"> Review YTD progress Set next year's goals
	Initiative Dev.					Annual Initiative Updates				Post-Budget Plan Refining			<ul style="list-style-type: none"> Goal champs i.d. initiatives Finalized following budget
	Budgeting							County Budgeting					<ul style="list-style-type: none"> Review proposed initiatives Determine funding
Engagement	Staff Comm.	All Staff Plan Rollout					All Staff Mid-Year Update						<ul style="list-style-type: none"> Publicize plan to all staff in July Update staff on progress in Jan
	Community		Stakeholder Rollout										<ul style="list-style-type: none"> Coordinated rollout to various stakeholders
	Board	Year-end Update	Monthly Update	Monthly Update	Q1 Update	Monthly Update	Monthly Update	Mid-Year Update	Monthly Update	Monthly Update	Q3 Update	Monthly Update	Monthly Update
Execution	Bi-Monthly Strategy Review												<ul style="list-style-type: none"> Identify strategic topics ahead of meeting
	Semi-monthly Operatoins Review												<ul style="list-style-type: none"> Every other week, all year

 District Board of Health

 Executive Team

 Directors & Supervisors

 All Staff