

Strategic Planning Background and Overview

City of Long Beach
Department of Health & Human Services
Strategic Planning Retreat
April 19, 2013



Retreat Objectives

By the end of the meeting, participants will:

- Review proposed core values & vision & mission statements
- Agree on next steps for refinement and finalization of core values & vision & mission statements
- Define strategic priorities for the Department
- Define goals and objectives to support implementation of strategic priorities



TIME	ACTIVITY
8:30 am to 9:00 am	<ul style="list-style-type: none">• Welcome & Opening Remarks• Introduction of Facilitators• Day's Overview, Objectives and Guidelines for Discussion
9:00 am to 9:15 am	Icebreaker
9:15 am to 9:45 am	Process Review: Recap of How We Got Here
9:45 am to 10:15 am	Proposed Core Values Review and Agreement on Next Steps
10:15 am to 10:45 am	Proposed Vision Statement Review and Agreement on Next Steps
10:45 am to 10:55 am	BREAK



TIME	ACTIVITY
10:55 am to 11:20 am	Proposed Mission Statement Review and Agreement on Next Steps
11:20 am to 12:15 pm	Define Strategic Priorities Small Group Discussions
12:15 pm to 1:00 pm	LUNCH
1:00 pm to 1:30 pm	Report Out to Large Group
1:30 pm to 2:00 pm	Vote on Top 3 Strategic Directions for the Department
2:00 pm to 2:15	BREAKTIME ACTIVITY



TIME	ACTIVITY
2:15 pm to 3:15 pm	Define Goals and Objectives to Implement Strategic Priorities Small Group Discussions
3:15 pm to 3:45 pm	Report Out to Large Group
3:45 pm to 4:00 pm	Closing and Next Steps

Guidelines for Discussion

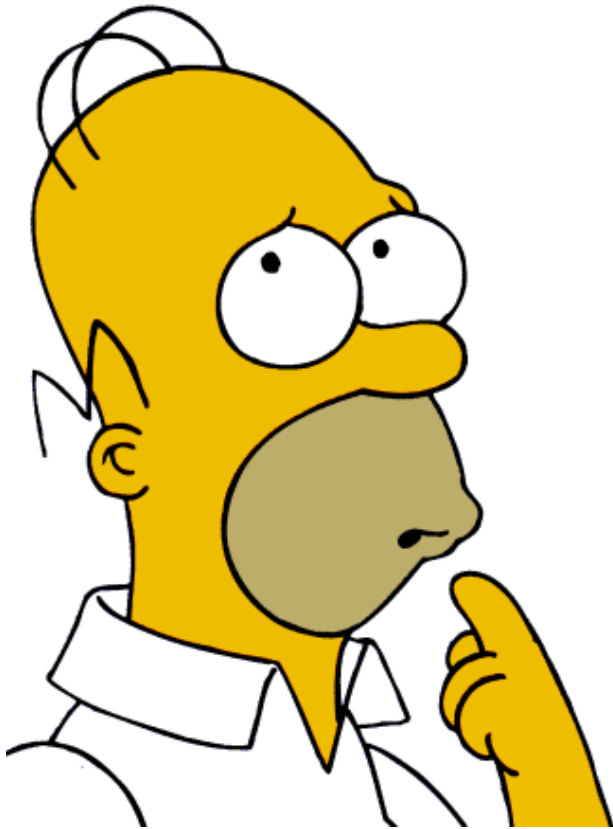
- Respectful dialogue
- Acknowledge that today's objective is to set the foundation for the strategic plan
- Permission to be bold and innovative
- Permission to allow facilitators to redirect discussion & keep us on time
- All ideas & questions are welcome and recoded
- Everybody is encouraged to participate
- Have fun 😊

Icebreaker

HOW THE **HECK** DID WE GET HERE?

- History of strategic planning in the Department
- Public Health Accreditation-- provides guidance on steps and expected outcomes
- First accreditation readiness activity— April 19, 2012 (Understanding Public Health Systems and Change Workshop)
- Workshops for staff on 1/28/13 and 1/29/13
- Pre-retreat meetings 3/20, 3/27, and 4/9
- ...To give you the knowledge and confidence to define strategic priorities for LBDHHS

Do you remember what we covered in the pre-retreat meetings?



Proposed Core Values & Value Statements

- Workforce and Service Quality and Excellence (23)
“We are committed to being the best at what we do.”
- Innovation (forward thinking/creativity) (10)
“We are bold and seek out opportunities to be on the cutting edge of public health.”
- Team (unity/cohesion/collaboration) (4)
“Our diversity is our strength and we are united in our passion for achieving optimal health for our community.”

Proposed Vision Statement(s)

- We strive to make Long Beach the healthiest city in America.
- Optimal health for all
- A community where everyone enjoys longer and healthier lives.
- A healthy and safe community where children and families thrive to reach their fullest potential.

BREAK

10:45 AM - 10:55 AM

Some Ideas on Mission Statement

- “To improve the quality of life of the residents of Long Beach by addressing public health and human service needs and by promoting a healthy environment in which to live, work, and play.”
- “Promoting and protecting the health of Long Beach by providing public health services essential for a healthy and safe and community.”
- To ensure a healthy community in which to live, work, and play by preventing illness and injury, promoting active lifestyles, and protecting the community from public health threats and dangers.

Define Strategic Priorities/Issues

Strategic thinking

- requires making conscious choices about how to use limited resources to achieve your purpose in response to a dynamic environment

Strategic issues

- Fundamental policy questions or critical challenges in order for the Health Department to achieve its vision

Define Strategic Priorities/Issues

3 kinds of strategic issues:

- No action is required at present, but need to be monitored
- Coming up on the horizon and are likely to require some action in the future and some action now
- Require an immediate response

Define Strategic Priorities/Issues

Health Issues Ranking by Community

- Obesity (46)
- Mental health (40)
- Access to care (16)
- Air quality (15)
- Diabetes (14)
- Health needs of an aging population (12)
- Substance abuse (9)
- Asthma (7)
- Sexually transmitted infections (7)
- Violence (6)
- Dental care (4)
- Heart disease (2)
- High blood pressure (2)
- HIV/AIDS, breast cancer, chronic diseases/illnesses, equal access for people with disabilities (1)

Social Determinants Ranking by Community

- Poverty (19)
- Homelessness (12)
- Educational attainment (9)
- Affordable housing (8)
- Community safety (5)
- Unemployment (4)
- Domestic violence (2)
- Built environment (1)
- Injury prevention (1)
- Substandard housing (1)

Define Strategic Priorities/Issues

Winnable Battles (CDC, NACCHO)

- Healthcare associated infection
- HIV/AIDS
- Motor vehicle safety
- Nutrition, food safety, physical activity, and obesity
- Teen pregnancy
- Tobacco

March 27 pre-retreat PowerPoint

- Strengths, weaknesses, opportunities, and threats
- Local public health system assessment

Group Discussion Instructions

1. Copies of the pre-retreat PowerPoint presentations are on your tables to help inform/justify your discussions
2. Assign a note taker, time keeper, and reporter
3. Use the CompassPoint Dual Bottom Line Matrix to organize your strategic priorities
4. List health and organizational priorities on matrix
5. Choose 2 health priorities and 2 organizational priorities (4 total)

LUNCH

12:15 PM – 1:00 PM

Reports

Each group share their matrix and top 4 strategic priorities

Voting on Strategic Priorities

- Vote on top 2 strategic directions for health issues and organizational issues. Use dot voting system. Each person gets 1 vote for each category

Facilitators:



- Tally votes and mark top 3 votes for each category (health/organizational)
- Assign 2 strategic priorities for each group. One health issue and 1 organizational issue.



FUN ACTIVITY/BREAK

2:00 PM – 2:15

Define Goals & Objectives (G&O)

- G&Os to implement strategic priorities
- Goals  long-range outcome statements that are broad enough to guide the organization's programs, administrative, financial and governance functions
- Objectives  short to immediate outcome statements that are clear, measurable and specifically tied to the goal

Define Goals and Objectives

SMART objectives



S-specify what is to be achieved, by how much, and by when

M-objectives can be measured (i.e., data is or will be available to measure progress)

A-set objectives that are feasible for the Department

R-align objectives with mission/vision/purpose of Department

T-establish a timeframe for achieving objectives

Good Gs and SMART Os: Example

Goal: Strengthen HIV/AIDS/STI prevention education within the coordinated school health education programs.

Objective: By the end of the school year, project staff will have provided technical assistance to 75% of constituents who implement school-based programs addressing HIV, STI, and unintended pregnancy.

Good Gs and SMART Os: Example

Goal: Develop and implement a performance-improvement focused employee review system

Objective: By December 2013, employees that have received an annual performance review that focused on performance against work plan objectives will increase from 60% to 75%(Baseline: 72, Target: 90)

Group Discussion Instructions

1. Copies of the pre-retreat Powerpoint presentations are on your tables to help inform/justify your discussions
2. Assign a note taker, time keeper, and reporter
3. Develop 3 to 5 goals with corresponding objectives addressing the strategic priorities assigned to your group?
4. Are your goals and objectives SMART?
5. Are the goals and objectives realistic? Can they be achieved in 5 years?
6. Do we have the resources to support the goals and objectives? If so, list some of those resources.

Reports

Share your goals and objectives with the large group

Questions, Comments, Concerns?

Closing

- Recap of the day
- Strategic Plan Workgroup Volunteers
- What did I learn about the Department today and how will I commit to strengthening our Department?

