

## Developing a Local Health Department Strategic Plan: a How-To Guide Addendum document for Version 1.5 of PHAB's Standards and Measures

In July 2014, the Public Health Accreditation Board (PHAB) began accepting applications for accreditation under Version 1.5 of its Standards and Measures. The update to the standards and measures (released January 2014) includes minor revisions to Standard **5.3: Develop and implement a health department organizational strategic plan**. These revisions do not necessitate an update to this guide, but a few small changes are indicated below.

### Summary of Revisions to PHAB Standard 5.3: Develop and implement a health department organizational strategic plan

**Measure 5.3.1 A: Department strategic planning process** – Revisions to *Required Documentation 1a* now specify that “participants [in the process] must include *various levels of staff*,” in addition to the representatives of the governing entity already required in Version 1.0. Version 1.5 Guidance:

*A list of individual who participated in the strategic planning process and their titles must be provided. Participants must include various levels of staff as well as representatives of the health department's governing entity.*

**Measure 5.3.2 A: Adopted department strategic plan** - *Required Documentation 1d* has been added requiring “consideration of key support functions required for efficiency and effectiveness.” Version 1.5 Guidance:

*The strategic plan must consider capacity for and enhancement of information management, workforce development, communication (including branding), and financial sustainability.*

## Instructions for Using the Strategic Plan Guide against Version 1.5

When using this guide to complete a strategic planning process, please reference the following adjustments based on the revisions in the PHAB Standards & Measures Version 1.5. Necessary revisions to the guide are highlighted in red.

### Module 1: Exploring Strategic Planning

- *PHAB Requirements for Strategic Planning* (Pg. 9, bulleted list at the bottom of the page, first bullet):

“A list of the individuals who participated in the strategic planning process and their titles. Note that participants must include **various levels of staff** and the health department’s governing body members or representatives.”
- *PHAB Requirements for a Strategic Plan* (Pg. 10, bulleted list at the top of the page):
  - LHD mission, vision and guiding principles/values
  - LHD strategic priorities
  - LHD goals and objectives with measurable and time-framed targets
  - **Consideration of key support functions (information management, workforce development, communication, and financial sustainability)**
  - Identification of external trends, events, or other factors that may impact community health or the health department
  - Analysis of the LHD’s weaknesses and strengths
  - Linkages with the CHIP, details on the LHD’s roles and responsibilities for implementing the HCP and linkage with the LHD’s QI Plan

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### Module II: Laying the Groundwork for Strategic Planning

- *Identifying and Defining Stakeholders* (Pg. 16, purple box call-out box):

“PHAB requires participation of **various levels of staff** and governing body members or representatives in the guidance provided for measure 5.3.1 A.”

### Module IV: Compiling Relevant Information

- *Determining the Value of Existing Data* (Pg. 39, purple call-out box):

“Using a broad, customer/stakeholder identification list developed as part of a strategic planning or health improvement planning process, the health department must document how customer/stakeholder feedback was connected, analyzed, and **conclusions drawn from** two different types of customers. **Special effort to address those with a language barrier, are disabled, or are otherwise disenfranchised must be included.** Examples of documentation to collect this could include: forms, surveys, or other methods.”

- *Determining Value of Existing Data* (Pg. 39, end of final paragraph):

**“Per Version 1.5, the environmental scan must consider capacity for and enhancement of: information management, workforce development, communication, and financial sustainability.”**

### Module V: Analyzing Results and Selecting Strategic Priorities

- *Completing a SWOT/SWOC Analysis* (Pg. 43, fourth bullet):

**“Identify emerging issues.** The group facilitator should begin to record a list of issues or ideas that emerge from the data. The goal of this is to identify strategic issues. Through matching, linking and discussing the results, issues and ideas begin to arise. **Remember that according to PHAB, your strategic plan needs to address considerations of information management, workforce development, communication, and financial sustainability. These considerations should be part of the SWOT/SWOC analysis and ensuing discussions.”**

- *Completing a SWOT/SWOC Analysis* (Pg. 44, below the diagram):

**“The list in each circle in this diagram reflects key considerations required by PHAB; capacity and enhancement of each of the following should be reviewed and discussed:**

- **Mission and Mandates**
- **Structure and Systems (including information management)**
- **Communications (including branding)**
- **Programs and Services**
- **Budget (and financial sustainability)**
- **Support (including workforce development)**

- *Prioritizing and Selecting Strategic Issues* (Pg. 45, end of 2<sup>nd</sup> paragraph):

**“Per Version 1.5, the strategic plan should address certain core organizational functions including information management, workforce development, communication, and/or financial sustainability. Consideration should be given to these functions when selecting and prioritizing strategic issues.”**