

Governance Toolkit

Board Session 4

Effective Strategic Planning

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ACHD
ASSOCIATION OF CALIFORNIA
HEALTHCARE DISTRICTS

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ACHD Governance Series

Effective Board Work for Enhanced Service and Performance

Six Short Programs for use by ACHD Members

1. Community Engagement
2. Balancing Governance & Management
3. Board Orientations
- 4. Strategic Planning**
5. Board Self-Assessments
6. Board Education Programming

Good Board Work: Better Service. Better Performance.

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Jim Rice: Governance Adviser



Experienced. Practical. Responsive.

Jim Rice, PhD, FACHE is Senior Adviser with the Governance & Leadership service line of Gallagher's Human Resources & Compensation Consulting practice, and Chairman of the Akadimi Foundation. Having served on many boards, Jim focuses his consulting work on strategic governance structures and systems for high performing medical groups, hospitals, credit unions and integrated care systems. He is often engaged for enhanced strategic alliances and mergers for large and small not-for-profit organizations; as well as leadership development programming for Physicians, Boards and C-Suite Senior Leaders.

Dr. Rice holds a masters and doctoral degree in management and health policy from the University of Minnesota. He has received the University of Minnesota, School of Public Health Distinguished Alumni Leadership Award; a National Institute of Health Doctoral Fellowship; a US Public Health Service Traineeship in Hospital Management; a Bush Leadership Fellowship at Stanford and the National University of Singapore; and the American Hospital Association's Corning Award for Excellence in Hospital Planning. He is a Fellow in the American College of Healthcare Executives (ACHE) and has worked in over 35 countries in North America, Asia, Africa and Latin America.



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Strategic Planning

Focus of Session:

1. What is "Strategic Planning"?
2. Why is it important?
3. Common issues or challenges?
4. What can Boards do to be more successful?
5. Resources for further insights?

1. What is “Strategic Planning”?

One does not discover new lands without consenting to lose sight of the shore for a very long time. [Andre Gide](#)

A structured group process to answer 4 Key Questions:

1. Where are we today? **(Situation Analysis) SWOT Analysis**
2. Where should we go tomorrow? **(Goal Formulation) Scenarios**
3. How Shall we get there? **(Resource Allocation, MBO, Budgeting)**
4. Are we getting there? **(Performance Management)**

2. Why is it important?

- Essential Board Role: Mission Driven
- CEO Partnership, but Stakeholder Engaged
- Population Health Needs Based (CHNA)
- Prudent Targeting of Scarce Resources to Pursue Mission
- Roadmap to Enable Organizational Vitality

3. Common Issues or Challenges?

- Inexperienced Participants
- Lack of Credible Data and Information
- Lack of Diversity of Thought and Perspectives
- Lack of Broad Stakeholder Engagement/Ownership
- Lack of Accountable Road-mapping & Accountabilities
- Balance Inside-Out and Outside-In Planning
- Transparently Celebrate Progress to Plans

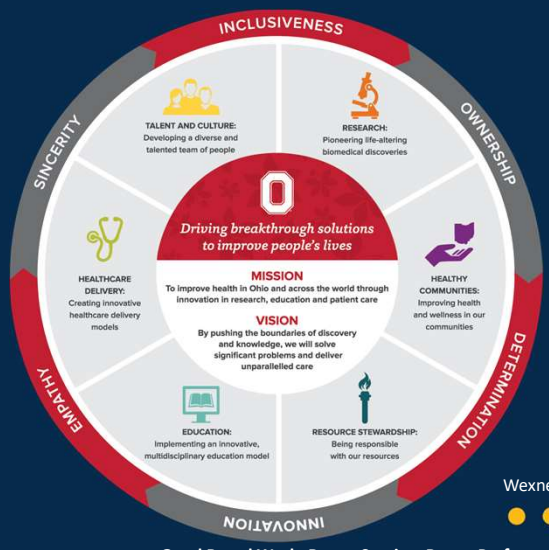
4. What can Boards do to be more successful?

- Prioritize the Work of Strategic Thinking & Planning
- Invite education, insights and ideas from other hospitals, hotels, service industries, and public utilities
- Map the Process to Calendar & Budget Cycle
- Balance Inside-Out and Outside-In Planning
- Consider “[Charrette](#)” style of strategy retreats.
- Transparently Celebrate Progress to Plans

4. What can Boards do to be more successful?

Provide Vision of Output

But the Process is More Important than The Plan

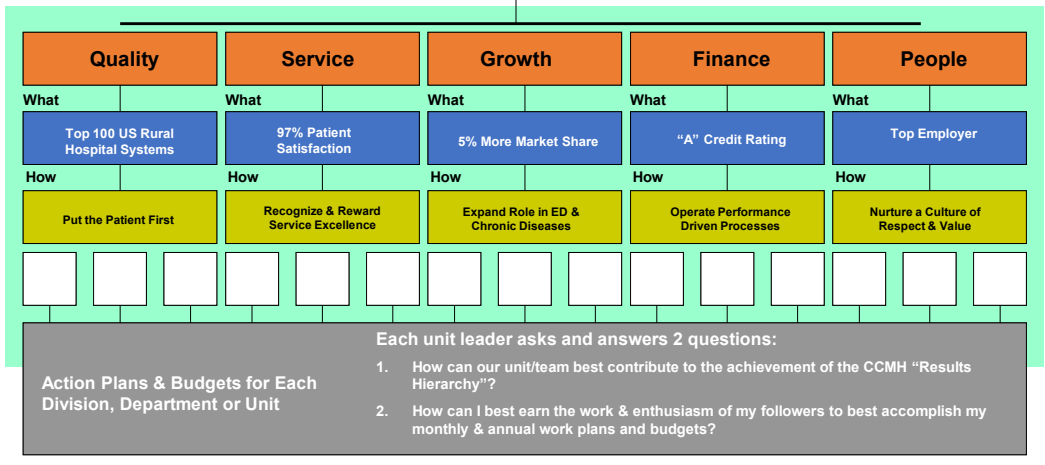


Wexner Medical Center Ohio University

Good Board Work: Better Service. Better Performance.

Vision 2010

Performance Pillar Model



5. Resources for further insights:

- Health Center Plan as a Provocative [Guide](#)
- Critical Access Hospitals' [Issues](#)
- Rural Health Blueprint for Performance [Plans](#)
- Balanced Scorecard Institute [Guide](#)

Good Board Work: Better Service. Better Performance.

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Thank you for all you do for the people in your healthcare district!

We hope this short program stimulates your continuous pursuit of enhanced board work to strengthen your healthcare district's support for *health care* and *health gain* in challenging times.

Please contact ACHD to access their many other board support resources.

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