

<b>STRATEGIC PLANNING</b> <i>The ability for Health Administration trainees to apply strategic planning to the health care arena.</i>	<b>DATE COMPLETED</b>
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COMPETENCY OBJECTIVES	✓	SUGGESTED LEARNING ACTIVITIES	COMMENTS
<b>Objective A: All HA trainees will demonstrate a mastery of the basics of strategic planning, including the six basic steps in the strategic planning process (e.g., vision, mission, values, SWOT analysis, strategy formulation, and strategy implementation), and the issues associated with effective planning.</b>			
1. Competency: Knowledge of the basics of strategic planning and ability to apply the six basic steps in the strategic planning process: (e.g., Vision, Mission, Values, Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis, Strategy formulation, and Strategy implementation).		The discipline advisor must ensure that the trainee has successfully completed one or more courses in Strategic Planning.	For more information on the basics of strategic planning see: <a href="http://www.allianceonline.org/FAQ/strategic_planning/">http://www.allianceonline.org/FAQ/strategic_planning/</a> .
2. Competency: Ability to define elements of strategic planning and strategic management, including the six basic steps in the strategic planning process, and explain in more detail the major attributes and characteristics implied within those definitions.		The trainee should be encouraged to provide seminars covering the basics of strategic planning to non-health administration trainees.	This could be done by presenting to the LEND class in a didactic setting.
			The trainee could also provide some advising to other faculty or clinic directors.

**Objective B: All HA trainees will be able to assess the macro and micro environment of the LEND Program and/or Clinic.**

1. Competency: Ability to apply strategic analysis tools to assess the macro and micro environment of the LEND Program and/or Clinic(s).		The trainees will work with the HA Coordinator to assess the macro and micro environment of the LEND Program and/or Clinic(s).	For more information on the basics of strategic planning see: <a href="http://www.allianceonline.org/FAQ/strategic_planning/what_is_situati_on_assessment.faq">http://www.allianceonline.org/FAQ/strategic_planning/what_is_situati_on_assessment.faq</a> .
		The trainee should analyze his or her assessment with a specific emphasis on identifying areas of growth and improvement, and should share recommendations with the Program/Clinic Director.	It is important to understand that advice or feedback may have unexpected and unwelcome consequences.

**Objective C: All HA trainees will be able to assess an existing LEND-related strategic planning effort.**

<p>1. Competency: Ability to apply the six basic steps in the planning process to assess the planning effort and provide constructive feedback to the clinic or program director.</p>		<p>The trainees should work with a clinic or program director to identify the specific strategic planning activity that the student will focus upon. This should be a planning activity that the director would appreciate feedback to improve.</p>	<p>Learning to elicit strategic planning information from non-strategic planning users is a key skill.</p>
<p>2. Competency: Ability to assess the implementation of a strategic planning effort.</p>		<p>Having understood the intent of the effort (Objective B1), the trainee should assess how well the effort meets this objective.</p>	<p>Strategic planning efforts may formulate good goals, objectives, and strategies but the execution of the plan may fall short of the mark. Sometimes an outside audit like this can help bring such a mismatch to light and help the organization get plan implementation back on track. For more information on the basics of strategic planning see: <a href="http://www.allianceonline.org/FAQ/strategic_planning/how_do_we_increase_our_faq">http://www.allianceonline.org/FAQ/strategic_planning/how_do_we_increase_our_faq</a>.</p>

**Objective D: HA trainees will be able to integrate their strategic analysis and planning efforts into the development of a business plan.**

1. Competency: Ability to integrate their strategic analysis and planning efforts into the development of a business plan.		The trainees should integrate their analysis (and feedback from the clinic or program director) to document the justification and evaluation of the business opportunity, including the macro and micro environmental context in which the opportunity exists.	Learning to elicit strategic planning information from non-marketing users is a key skill.
		The trainee should be clear on the intent and the target for this business plan.	