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| <h2 style="margin: 0;">STRATEGIC PLANNING</h2> <p style="margin: 0;"><i>Goal: To enhance non-Health Administration trainees' understanding of and ability to participate in the development of strategic plans that includes strategies to meet the needs of children and youth with neurodevelopmental disabilities and their families.</i></p> | <b>DATE COMPLETED</b> |
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| COMPETENCY OBJECTIVES  | ✓ | SUGGESTED LEARNING ACTIVITIES   | COMMENTS  |
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| <b><u>Objective A:</u> Non-HA trainees will have an understanding of the concept and definition of strategic planning as well as the basic steps in the strategic planning process (e.g., vision, mission, values, SWOT analysis, strategy formulation, and strategy implementation).</b>                |   |   |   |
| 1. Competency: Knowledge of the basic concepts and definition of strategic planning as well as the 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 HA discipline advisor or HA trainee should instruct the non-HA trainees using the strategic planning case studies and other strategic planning learning materials. Upon completion of the instruction non HA trainees should be able to successfully answer the attached questions.   | 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> .<br><br>Students could be directed to a number of basic business or health care strategic planning texts (attached).   |
| 2. Competency: Knowledge of "why" vision and mission statements are needed and important as well as what are the characteristics of good vision and mission statements. Also, trainees should be able to translate this learning into written vision and mission statements.                             |   | The non-HA trainees should be instructed and directed by the HA discipline advisor or HA trainee to strategic planning materials addressing vision and mission statements.<br><br>Students may be directed to the vision and mission statements of their own organization and discuss the implications of the content of their organization's vision and mission statements for their LEND program and children and youth with neurodevelopmental disabilities. | Students could be directed to a number of health care organization websites. These websites often include the organization's vision and mission statement.<br><br>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> . |

**Objective B: Non-HA trainees will be able to assess the strengths and weaknesses of the LEND Program and/or Clinic as well as its environmental opportunities and threats by performing a SWOT analysis.**

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| 1. Competency: Capability to facilitate a SWOT analysis to assess the LEND program or a LEND-related clinic or affiliated community program's strengths and weaknesses as well as the environmental opportunities and threats. |  | The HA discipline advisor or trainee could engage non-HA trainees in a SWOT analysis brainstorming session addressing questions such as: What are the organization's strengths & weaknesses? What external opportunities might move the organization or program forward or hold the organization back? | Strategic planning texts are available in public and academic libraries as well as websites such as <a href="http://www.allianceonline.org">www.allianceonline.org</a> that provide examples and guidance on how to conduct a SWOT analysis. |
|  |  | Interview program or clinic staff to gather their perceptions of their program or clinics strengths and weaknesses as well as opportunities and threats.   |  |

**Objective C: Non-HA trainees will be able to articulate program goals and objectives that accelerate organizational movement toward achievement of the organization’s strategic mission, vision and positioning strategies.**

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| <p>1. Competency: Ability to draft program “goals” and “objectives” that are aligned with the organization’s strategic plan and can serve as the plan of action for what the organization intends to "do" for children and youth with neurodevelopmental disabilities and their families over the next few years.</p> |  | <p>In small groups, students could review their organization’s or clinic’s strategic plan and then work together in drafting program goals and objectives for an organization’s neurodevelopmental disabilities program or projects that are aligned with their organization’s or clinic’s long-term strategic direction.</p> | <p>Strategic planning texts are available in public and academic libraries as well as websites such that provide examples and guidance on how to write goals and objectives. For more information on the basics of strategic planning see:<br/> <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> |
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**Strategic Planning Questions:**

1. What is strategic planning?
2. What are the key concepts and definitions in strategic planning?
3. What are the basic steps in the strategic planning process?
4. What is a mission statement?
5. What is a vision statement?
6. What is a situation (SWOT) assessment?
7. How do you develop goals and objectives for an implementation plan?

**Health Care Strategic Planning Text Book:**

Swayne, L. E., Duncan, W. J., and Ginter, P. M. Strategic Management of Health Care Organizations, fifth editions. Malden, MA: Blackwell Publishing.