

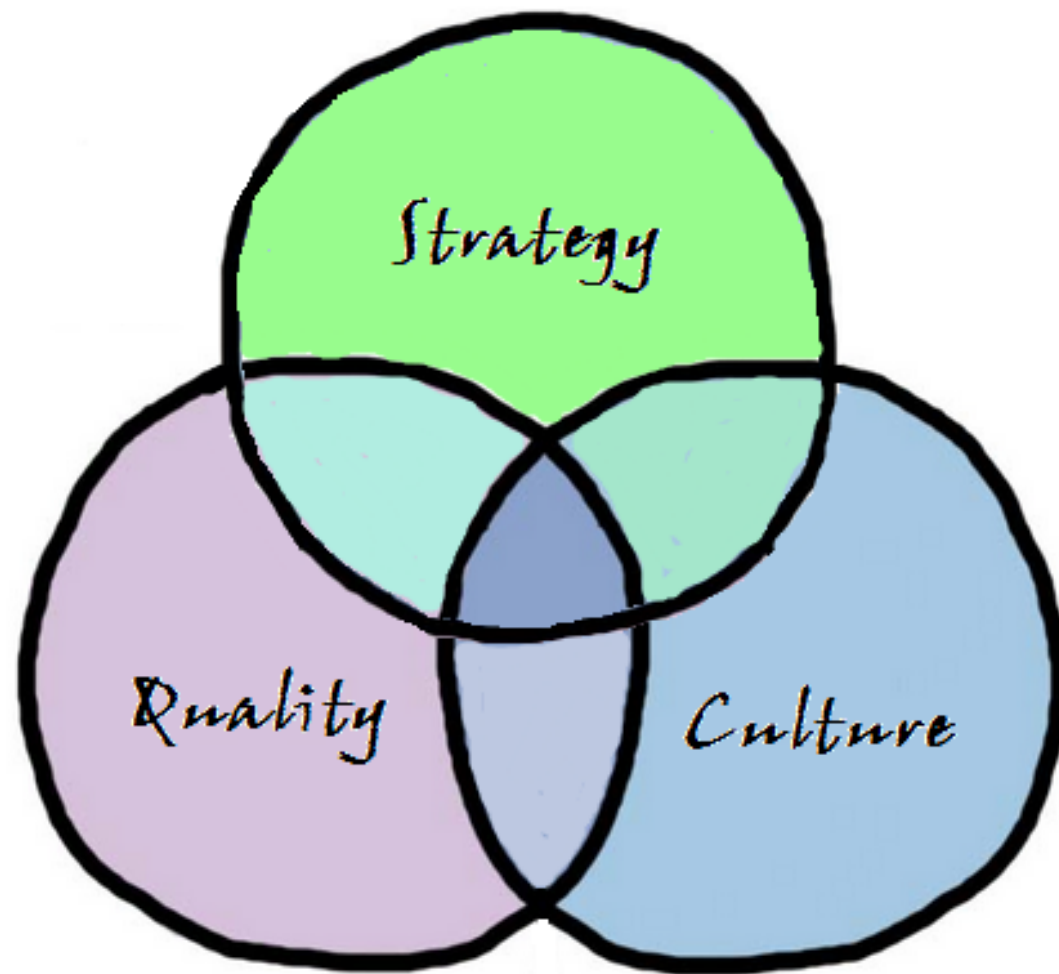
THE SIX BIGGEST REASONS YOUR STRATEGY WILL FAIL

Scott Regan
Founder & Chief Execution Officer
AchieveIt

HOW WE'LL SPEND OUR 40 MINUTES

- STRATEGIC PLANNING PHILOSOPHY
 - FAILURE #1
 - FAILURE #2
 - FAILURE #3
 - FAILURE #4
 - FAILURE #5
 - FAILURE #6
 - OTHER FAILURES TO CONSIDER
- DIAGNOSTIC
 - BEST PRACTICE
 - MITIGATION

STRATEGIC PLANNING PHILOSOPHY



STRATEGIC PLANNING DEFINITIONS

- **GOALS**

- WHAT YOU WANT TO ACHIEVE IN BROAD TERMS; NOT MEASUREABLE
- GENERALLY REMAIN CONSISTENT FOR A NUMBER OF YEARS

- **OBJECTIVES**

- QUANTIFIABLE MEASUREMENTS OF THE GOAL
- ROOTED IN DATA

- **STRATEGIES**

- BROAD ACTION ITEMS

- **TACTICS**

- DAY-TO-DAY THINGS THAT MUST BE ACCOMPLISHED IN ORDER TO EXECUTE THE STRATEGIES



FAILURE **ONE**

MISSION AND VISION
ARE AWOL

#1: MISSION/VISION DIAGNOSTIC

1. WHEN WAS THE LAST TIME YOUR MISSION AND VISION STATEMENTS WERE REVISED?
2. DO YOU REVISIT YOUR MISSION AND VISION STATEMENTS AT THE BEGINNING OF EACH STRATEGIC PLANNING CYCLE?
3. CAN EVERYONE IN YOUR ORGANIZATION EASILY RECITE YOUR MISSION AND VISION STATEMENTS?
4. DOES EVERYONE IN YOUR ORGANIZATION KNOW THEIR ROLE IN FULFILLING THE MISSION AND ACHIEVING THE VISION?

#1: MISSION/VISION

BEST PRACTICE

Our Mission

To provide high-quality patient care with attention to clinical excellence and patient safety, delivered with compassion, in the most cost-effective manner possible.

Our Vision

To be the healthcare provider of choice in every community we serve.

#1: MISSION/VISION RISK MITIGATION

DON'T TAKE MISSION AND VISION FOR GRANTED

- CONDUCT A MISSION AND VISION REVIEW AT THE BEGINNING OF EACH STRATEGIC PLANNING CYCLE
- MAKE THE VISION THE TOP PRIORITY OF THE STRATEGIC PLAN
- ALIGN STRATEGIC PLAN GOALS WITH THE VISION
- IDENTIFY STRATEGIC PLAN GOALS THAT HELP ACHIEVE THE MISSION
- HARDWIRE THE MISSION AND VISION INTO EVERY STRATEGY, PLANNING, AND BUDGETING DECISION



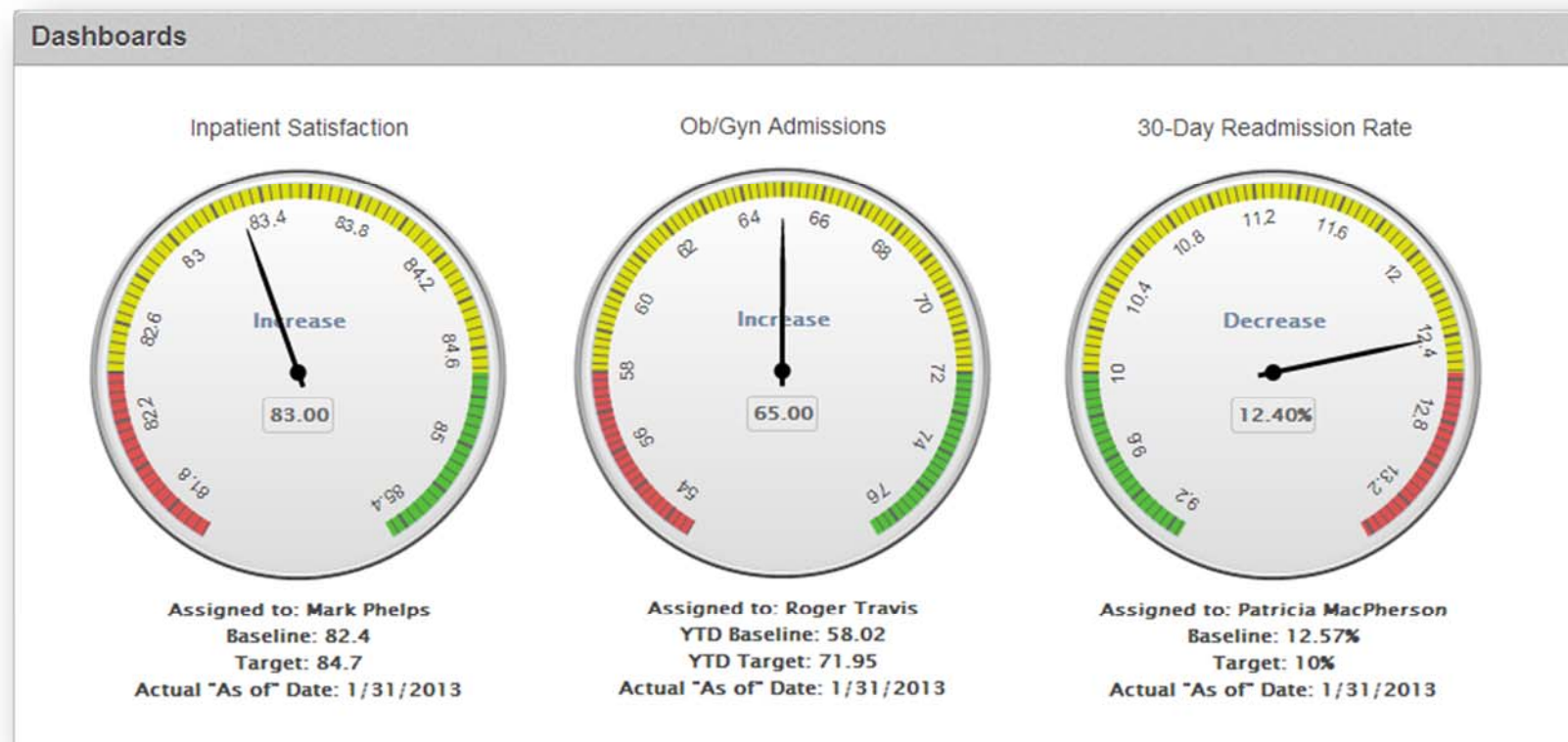
FAILURE TWO

FORM FILLING IN
PLACE OF ANALYSIS

#2: FORM FILLING DIAGNOSTIC

1. ARE YOUR STRATEGIC PLAN OBJECTIVES MEASURABLE?
2. DO YOUR STRATEGIC PLANS RESEMBLE TO-DO LISTS?
3. DO YOU HAVE QUANTITATIVE DASHBOARDS?
4. ARE YOUR STRATEGIC PLAN RESULTS REPORTED IN THE SAME MANNER AS YOUR MONTHLY FINANCIALS?

#2: FORM FILLING BEST PRACTICE



#2: FORM FILLING RISK MITIGATION

THE SECRET LIES WITHIN THE OBJECTIVES

- FORCE MEASUREABLE OBJECTIVES ON THE ORGANIZATION
- DEVELOP A DASHBOARD REPORTING SYSTEM
- THAT IS AS CLOSE TO REAL TIME AS POSSIBLE
- FOCUS ON MEETING THE DASHBOARD OBJECTIVES
- DRIVE STRATEGIES AND TACTICS THROUGH ALL LEVELS OF THE ORGANIZATION
- DRIVE TOWARD OUTCOMES, NOT PROCESSES

FAILURE THREE

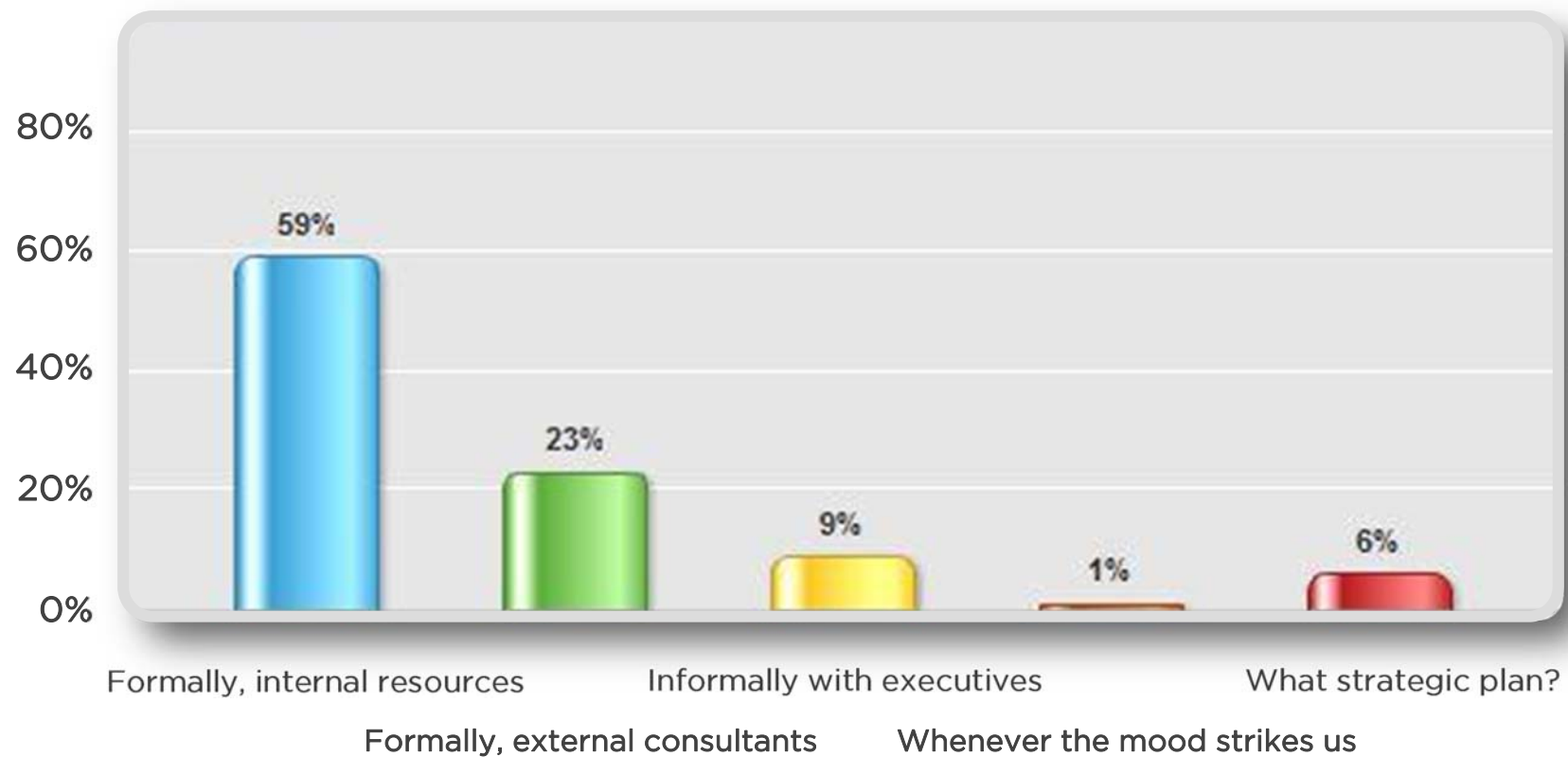


LEADERSHIP

#3: LEADERSHIP DIAGNOSTIC

1. DOES YOUR LEADERSHIP TEAM HAVE ANY TRAINING IN STRATEGIC PLANNING?
2. IS STRATEGIC PLANNING CONDUCTED BEHIND CLOSED DOORS?
3. ARE THE MEDICAL STAFF AND FRONT-LINE EMPLOYEES INVOLVED IN THE STRATEGIC PLANNING PROCESS?
4. DOES EVERYTHING THE CEO SAYS WIND UP IN THE STRATEGIC PLAN?

#3: LEADERSHIP BEST PRACTICE



#3: LEADERSHIP RISK MITIGATION

BUILD A FORMAL PROCESS WITH STRONG CONTROLS

- DEVELOP A FORMAL STRATEGIC PLANNING SYSTEM AND PROVIDE TRAINING TO THE EXECUTIVE TEAM AND MIDDLE MANAGEMENT
- INCLUDE ALL LEVELS OF THE ORGANIZATION IN STRATEGIC PLANNING
- REMOVE THE CEO FROM RUNNING THE PROCESS, AS MUCH AS POSSIBLE
- FOCUS ON GAINING AGREEMENT ON GOALS AND OBJECTIVES; LET STRATEGY AND TACTIC DEVELOPMENT BE DECIDED LATER



FAILURE **FOUR**

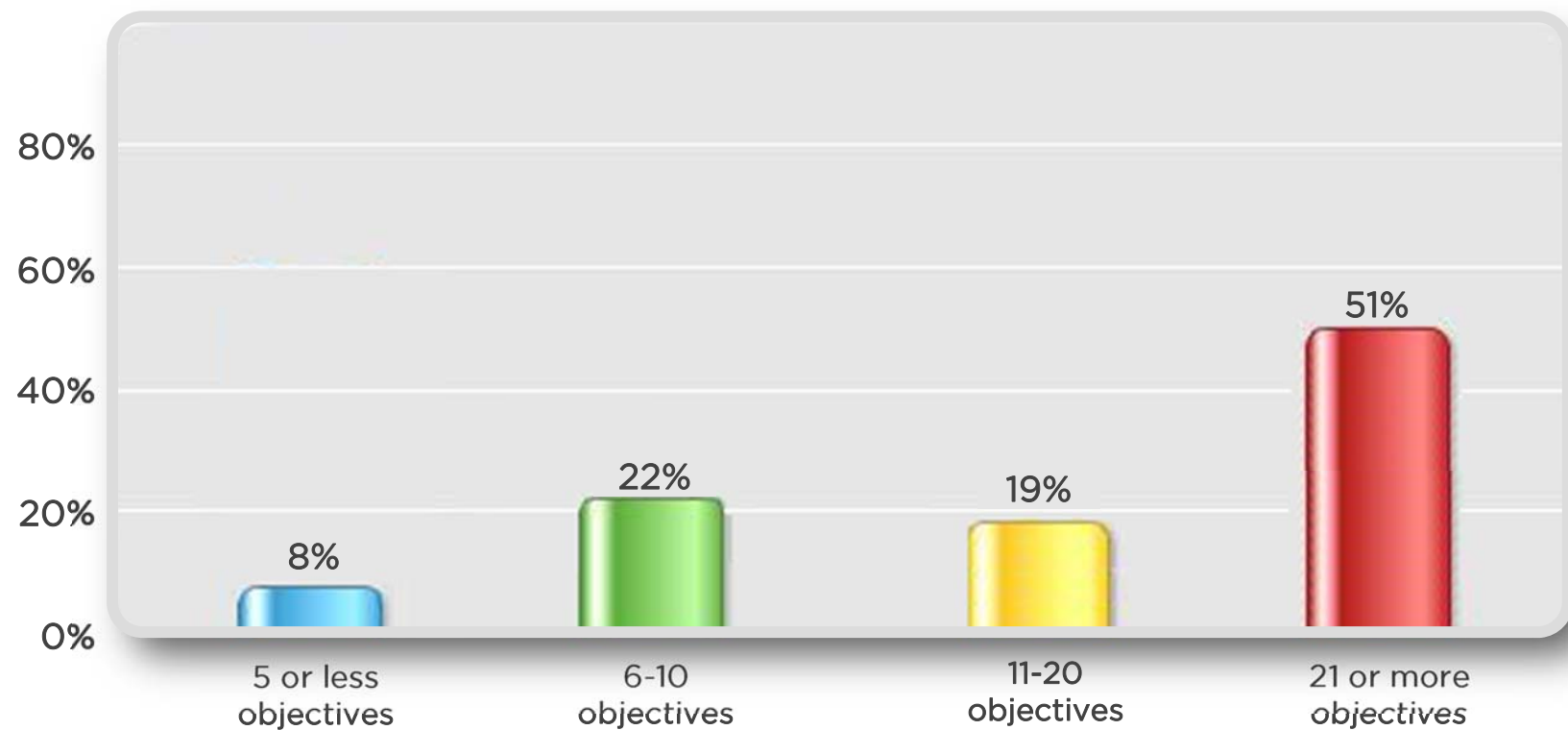
LACK OF FOCUS

#4: LACK OF FOCUS DIAGNOSTIC

1. CAN YOU COUNT ALL OF YOUR ORGANIZATION'S STRATEGIC PLAN OBJECTIVES ON ONE HAND?
2. DO MANAGERS COMPLAIN THAT THEIR STRATEGIC PLAN TARGETS ARE IN DIRECT COMPETITION WITH THEIR COLLEAGUES?
3. CAN YOU EASILY RECITE YOUR STRATEGIC PLAN GOALS AND OBJECTIVES TO ANYONE WHO CROSSES YOUR PATH – IN 30 SECONDS?

#4: LACK OF FOCUS

BEST PRACTICE



#4: LACK OF FOCUS

RISK MITIGATION

KEEP COUNT OF YOUR OBJECTIVES WITH ONE HAND

- GAIN CONSENSUS TO THE MAXIMUM NUMBER OF STRATEGIC PLAN OBJECTIVES AND HOLD FIRM – IDEAL NUMBER IS FIVE OR LESS
- DEVELOP A METHODOLOGY FOR PRIORITIZING AND SELECTING OBJECTIVES
- DO NOT DISGUISE OBJECTIVES AS STRATEGIES LAYERED UNDERNEATH OTHER OBJECTIVES
- ADOPT ONE STRATEGIC PLANNING RED RULE: NOT TO EXCEED FIVE ANNUAL OBJECTIVES



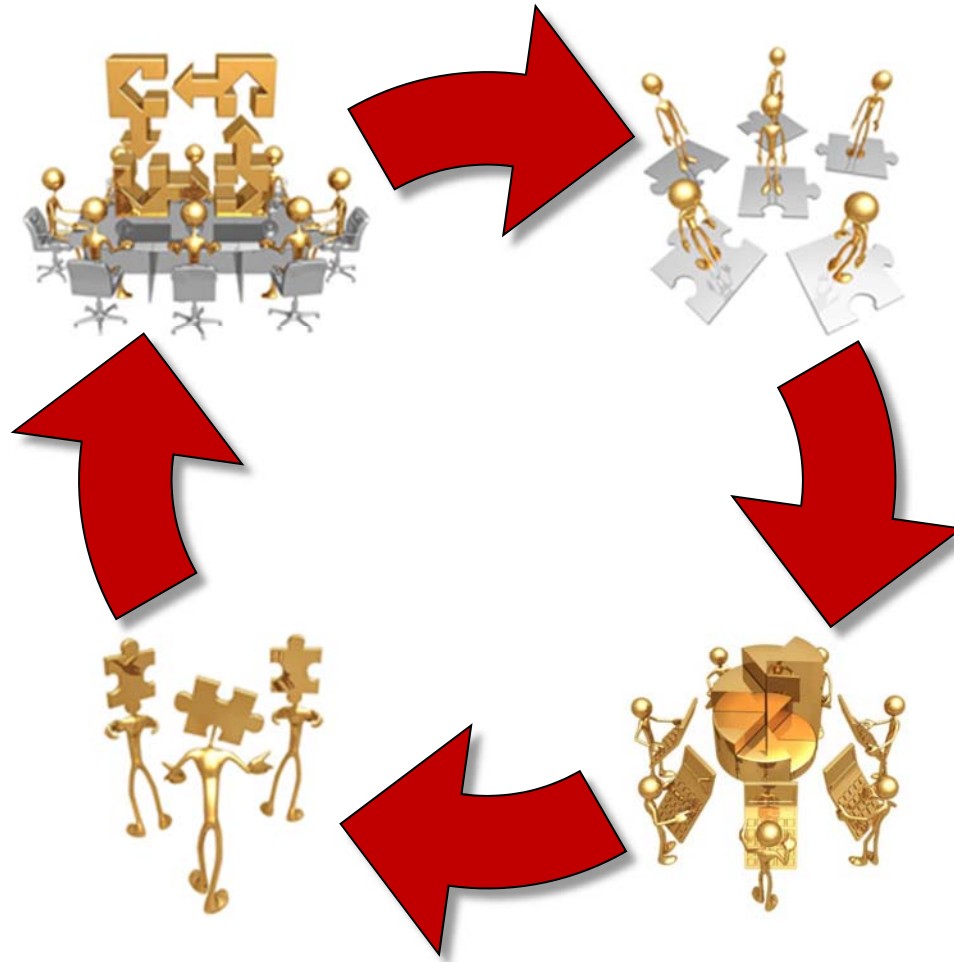
FAILURE FIVE

MISGUIDED FOLLOW
THROUGH

#5: FOLLOW-THROUGH DIAGNOSTIC

1. ONCE THE GOALS AND OBJECTIVES HAVE BEEN ESTABLISHED, IS STRATEGY AND TACTIC CREATION DRIVEN DOWN TO MIDDLE MANAGEMENT?
2. IS THE STRATEGIC PLANNING PROCESS COMPLETED PRIOR TO THE BUDGET PROCESS?
3. IS AN IMPLEMENTATION PLAN CREATED THAT IS FULLY RESOURCED?
4. ARE THE OBJECTIVES, STRATEGIES, AND TACTICS CASCADED THROUGH ALL LEVELS OF THE ORGANIZATION?

#5: FOLLOW-THROUGH BEST PRACTICE



#5: FOLLOW-THROUGH **RISK MITIGATION**

GAIN BUY IN THROUGH PARTICIPATION

- ONCE GOALS AND OBJECTIVES HAVE BEEN ESTABLISHED, CREATE STRATEGIC PLANNING WORK TEAMS TO DEVELOP APPROPRIATE STRATEGIES, TACTICS, BUDGETARY REQUIREMENTS, AND NECESSARY RESOURCES
- ENSURE APPROPRIATE PHYSICIAN AND MIDDLE MANAGEMENT PARTICIPATION
- ASSIGN ALL TACTICS TO MIDDLE MANAGERS WITH DUE DATES
- DO NOT ALLOW OBJECTIVES, STRATEGIES, OR TACTICS TO BE SHARED BY INDIVIDUALS



FAILURE **SIX**

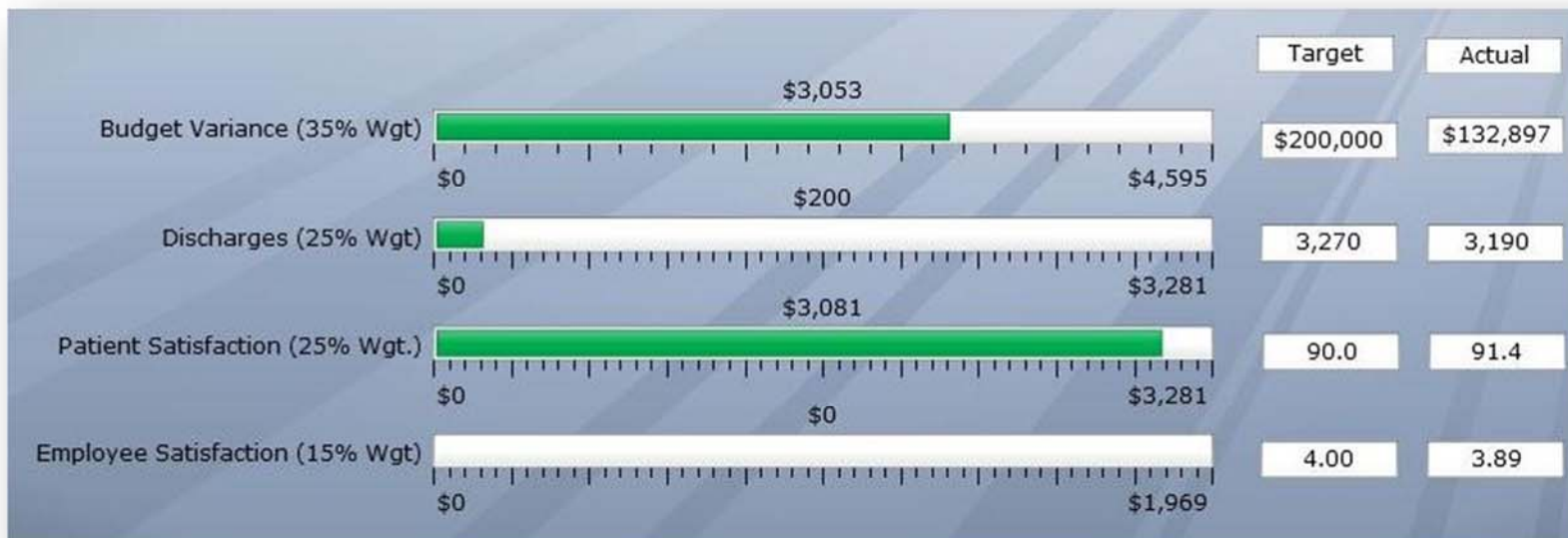
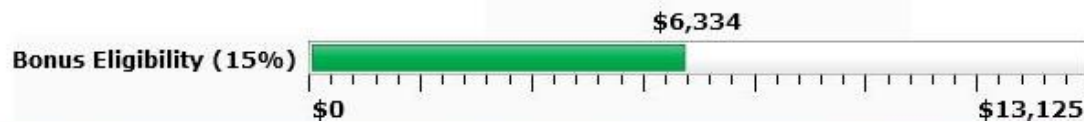
ALIGNMENT

#6: ALIGNMENT DIAGNOSTIC

1. DO YOU COMMUNICATE YOUR STRATEGIC PLAN THROUGHOUT THE ORGANIZATION – AT LEAST MONTHLY?
2. IS YOUR STRATEGIC PLAN INCLUDED IN NEW EMPLOYEE ORIENTATION?
3. DOES EVERY MEMBER OF MANAGEMENT HAVE STRATEGIC PLAN TARGETS, AND ARE THEY PART OF THEIR ANNUAL EVALUATIONS?
4. ARE YOUR STRATEGIC PLAN DASHBOARDS PUBLISHED FOR ALL EMPLOYEES TO SEE?

#6: ALIGNMENT BEST PRACTICE

Julie Atkinson, RN, BSN
Nurse Manager, Ortho/Neuro



#6: ALIGNMENT RISK MITIGATION

STRATEGIC PLANS SHOULD NOT BE KEPT SECRET

- DEVELOP A STRATEGIC PLAN COMMUNICATIONS PLAN FOR THE MEDICAL STAFF, MANAGEMENT TEAM, AND FRONT-LINE EMPLOYEES
- DESIGN A STRATEGIC PLAN MODULE AS A COMPONENT OF NEW EMPLOYEE ORIENTATION
- INCLUDE STRATEGIC PLAN OBJECTIVES, STRATEGIES, AND TACTICS IN ANNUAL MANAGEMENT EVALUATIONS
- INCLUDE THE STRATEGIC PLAN AS PART OF MANDATORY EMPLOYEE TRAINING

OTHER FAILURES TO CONSIDER

BECAUSE THERE ARE ACTUALLY MORE THAN 6

1. BUDGETING IS DONE PRIOR TO STRATEGIC PLANNING
2. STRATEGIC PLANNING TAKES MORE THAN 90 DAYS
3. STATISTICAL ANALYSIS IS NON-EXISTENT



ABOUT US

WHAT WE DO

- Cloud-based execution management and strategy development software
- Help organizations execute smarter, faster, better
- Enable organizations to transform goals and objectives into real, meaningful, and tangible results
- Operational Brand Assessment
- Cultural Transformation Vulnerability Audit
- Stop Doing Assessment
- Create compelling mission, vision, and values statements
- Facilitate strategy development processes
- Create short- and long-term strategic plans
- Install and hardwire accountability and execution management systems



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