

Alignment, Accountability, and Results: Where Baldrige and Strategic Planning Meet

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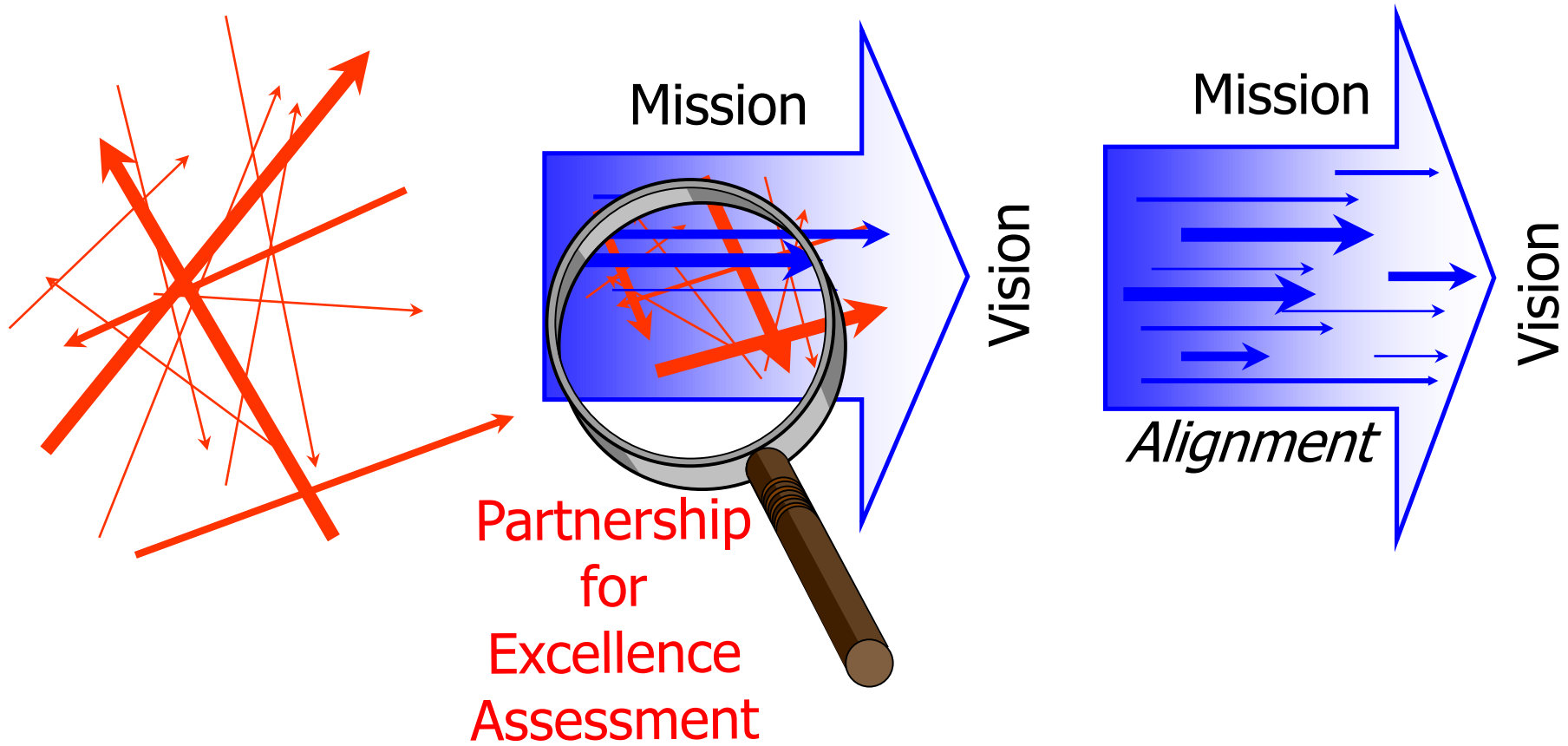
Kent Holloway
Lifeline of Ohio



Webinar agenda

- Introduction
- Baldrige and Category 2 - Strategic Planning - Overview (Paul Grizzell)
- Strategic Planning Best Practices (Lynne Cunningham)
- Strategic Planning Case Study (Kent Holloway)
- Questions and Answers

Focusing Energy & Resources

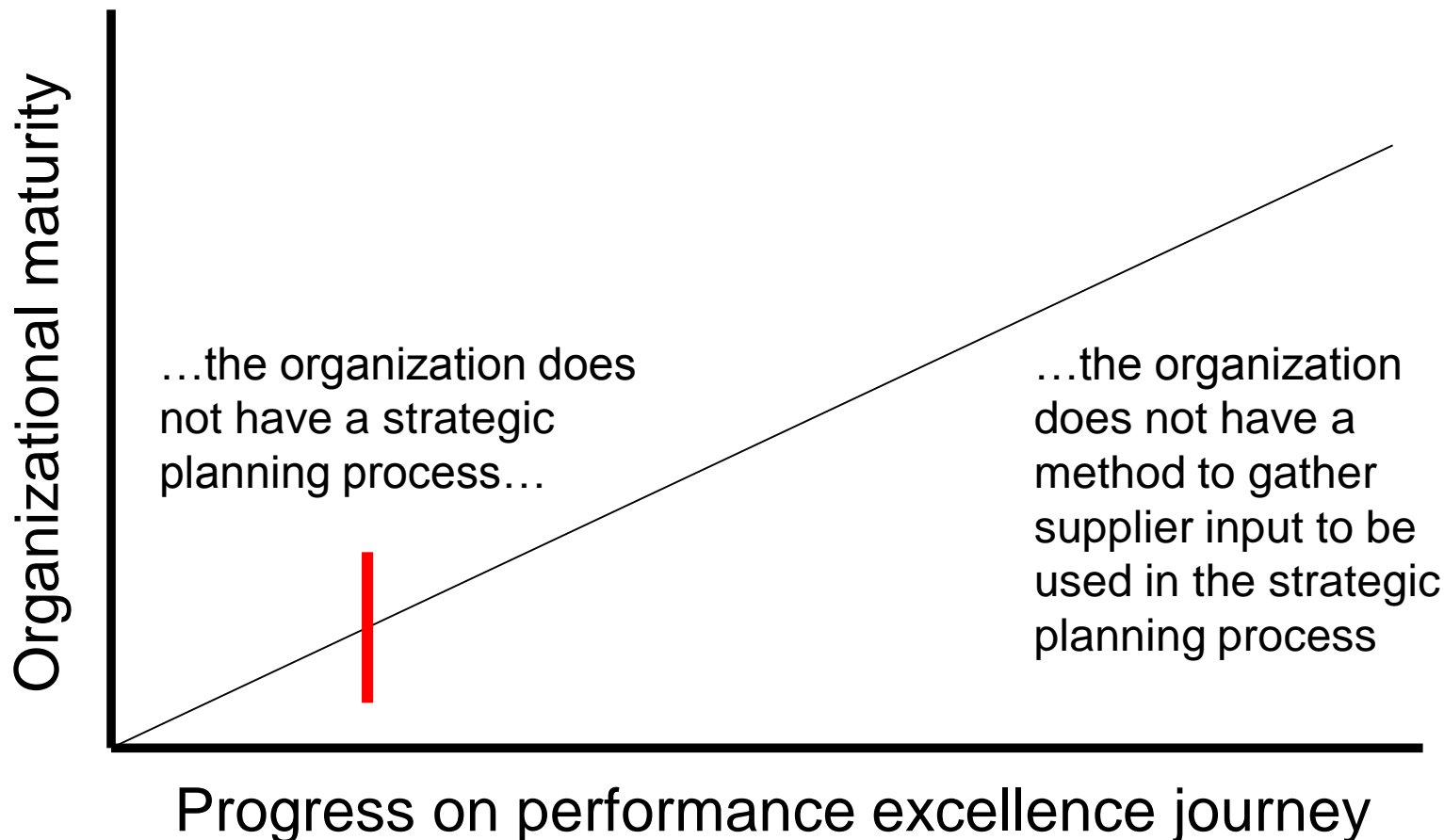


What is Baldrige?

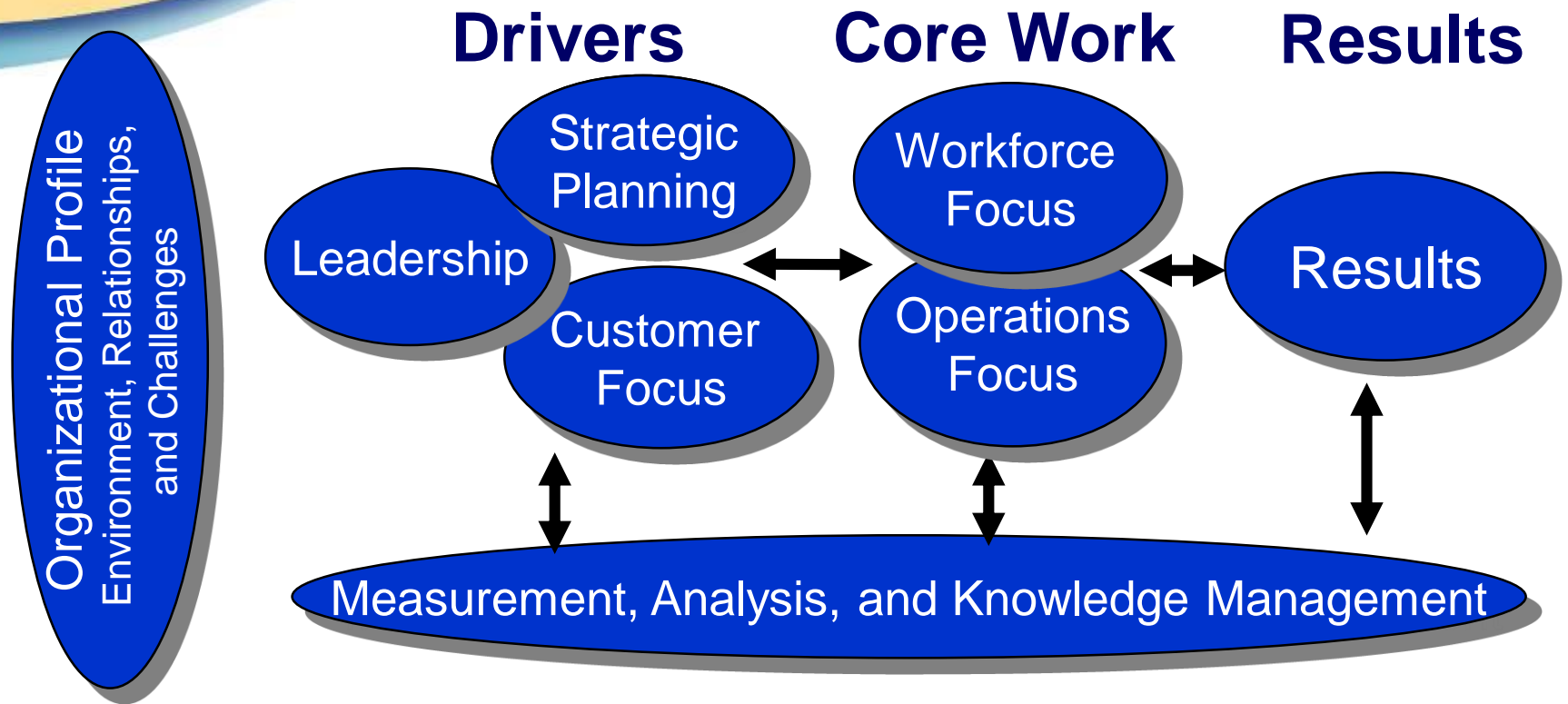
Baldrige is an outcome-focused, evidence-based management model based on the characteristics of high-performing organizations.

“Opportunities for Improvement” versus “Weaknesses”

Opportunities for Improvement

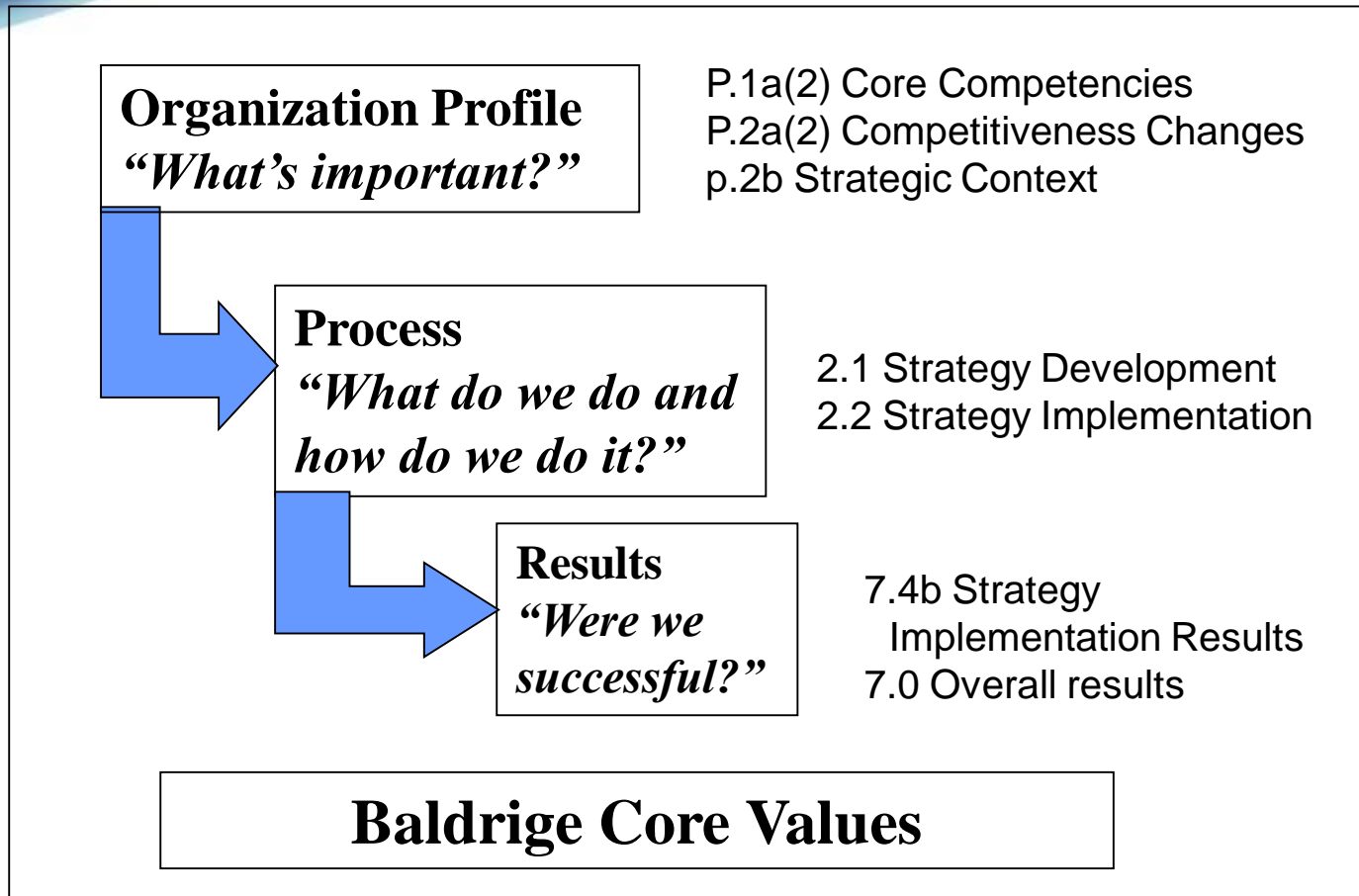


The Baldrige Award Framework



Visionary Leadership	Patient-Focused Excellence	Organizational & Personal Learning	Valuing Staff & Partners	Social Responsibility and Community Health	
Focus on the Future	Managing for Innovation	Management by Fact	Agility	Focus on Results and Creating Value	Systems Perspective

Baldrige Strategy Alignment



linkage and alignment across your organization



Strategic Planning Sample

2013 – 2016 Strategic Planning Cycle



Three Characteristics of Effective Strategy Implementation

- ✚ Alignment – align strategic plan and objectives to action plans [2.1b(1) to 2.2a]
- ✚ Accountability – 2.2a(2) action plan implementation – deployment of action plans to workforce to ensure actions achieve strategic objectives
- ✚ Results – strategy implementation results [7.4b] AND specific strategic objective results [all of Category 7]

Alignment

- ✚ With budgeting process
- ✚ With organizational responsibilities
- ✚ With strategic timelines

Accountability

- Executive responsibility for key strategies/goals
- Cascaded accountability and communications
- Annual goals
- Quarterly action plans
- Monthly dashboards discussed with your one-up
- CEO dashboard shared with Board

Results

- Steady progress over multiple years
(*Trends*)
- Tiered goals consistent with current performance and ultimate goal (*Performance Projections*)
- Goals based on high performance
(*Comparative data*)
- Celebrate successes!

The Planning Process is Like an Hourglass



Strategic Planning Touchpoints – Lynne

- ✦ Input – internal and external stakeholders, environmental assessment, SWOT by Pillar or KRA
- ✦ Board sets strategic direction
- ✦ Leaders recommend 3-year goals and financial implications based on strategic decision and one and two year incremental goals based on current performance
- ✦ Board finalizes 3-year strategic plan
- ✦ Leaders recommend budget to achieve goals – budget approved by Board
- ✦ Leaders develop tactical implementation plans, communicate to staff to connect the dots
- ✦ Share quarterly action plans and monthly dashboards with staff. Celebrate successes. Share best practices to achieve desired results.

Strategic Planning

Should Be

- Based on reality – current trends, best practices and environment assessment
- Aligned with budget process and accountability system
- An ongoing **process** – annual update and recalibration, discussion of results, new trends and opportunities
- Fun and provide a team-building opportunities
- Result in a document that is executed/implemented

Should NOT

- Establish unrealistic goals that set leaders up for immediate failure
- Take forever
- Result in a document that is put on the shelf or used as a door stop

Strategy Implementation

"...the most effective leaders out there are the ones who can, beyond a shadow of a doubt, draw a direct line-of-sight between what a person does, and how that person and his or her work contributes to the mission and vision of the team and the organization, and even how that person and that person's work matters to society."

Accountability Cards

Every employee has a “We Are Self” card that is kept in their badge holder.

This becomes a key subject for supervisor-employee meetings – leading to a *culture of accountability* for goals aligned to strategy.

<p>MISSION We improve health by bringing advanced care closer to home.</p> <p>VISION Through our exceptional physicians, inspired staff, and innovative technologies, we will be the leading provider of advanced healthcare services for all communities we serve.</p>		<p><i>We are Self.</i></p> 
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<p>People Be the most preferred place to work.</p> <p>Service Patients, families, physicians recommend SRH for care.</p> <p>Quality/Safety Provide patients exceptional quality care in a safe environment.</p> <p>Growth To be the provider of choice for the counties we serve.</p> <p>Finance Generate revenue to bring advanced care closer to home.</p>	<p><i>My Department is Self.</i></p> <p>2010 Goals</p> <p>People _____</p> <p>Service _____</p> <p>Quality/Safety _____</p> <p>Growth _____</p> <p>Finance _____</p>	<p><i>I am Self.</i></p> <p>2010 Goals</p> <p>People _____</p> <p>Service _____</p> <p>Quality/Safety _____</p> <p>Growth _____</p> <p>Finance _____</p>
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Case Study: Missions Matter



Our Mission: Lifeline of Ohio empowers our community to save and heal lives through organ, eye & tissue donation

- Each day in the U.S. 18 people die waiting for an organ transplant
- More 121, 000 Americans are currently on the organ waiting list
- Our job is to facilitate the donation process and inspire people to register as organ, eye and tissue donors.
- One person can save 8 lives, give sight to 2 people and help heal 50 more.
- Our vision: A Community where every individual embraces donation.



If you are not a registered donor – sign up today!

www.donatelife.net

What are we working toward?



“Perfection is not attainable, but if we chase perfection, we can catch Excellence.”

Vince Lombardi

Thank you for your commitment to performance excellence!

Paul Grizzell

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