

Strategic Planning

Why, How, and What

Mike Busdicker, MBA, CHTM, AAMIF, FACHE



Purpose, Objectives, and Agenda



1. Strategic planning verses operational planning
2. Why create a strategic plan for the HTM Department
3. Where to start in creating a strategic plan
4. Critical elements of a strategic plan
5. Bringing it all together and communicating the plan
6. Reviewing and evaluating effectiveness of the plan
7. Questions



MD EXPO

New England • October 8-10, 2024

Strategic Plan Vs Operational Plan

1. Time Period
 - Long term plans verses short term objectives
2. Modification
 - Occasional modifications verses monthly evaluation
3. Goal
 - Long-term vision, broad in scope verses narrow and detailed
4. Plan Generation
 - High level leadership verses local team leaders
5. Budget
 - Specific to strategic plan verses annual operating budget
6. Reporting
 - High level to executive team verses monthly operational reports
7. Focus
 - Distinguish difference from others verses being better operationally



Why Create a Strategic Plan

"Neither RedBox nor Netflix are even on the radar screen in terms of competition, It's more Wal-Mart and Apple."

Former Blockbuster CEO Jim Keyes - 2008

His video-rental chain filed for bankruptcy in 2010. Today Netflix is worth \$61.93 billion.

"Five hundred dollars? Fully subsidized? With a plan? That is the most expensive phone in the world," And it doesn't appeal to business customers because it doesn't have a keyboard. Which makes it not a very good email machine."

Former Microsoft CEO Steve Ballmer. Comments on the first iPhone

"There is no reason anyone would want a computer in their home"

Ken Olsen, founder of Digital Equipment Corp., 1977

"Screw the Nano. What the hell does the Nano do? Who listens to 1,000 songs?"

Motorola CEO Ed Zander about Apples iPod Nano in 2006

Why Create a Strategic Plan for HTM

1. Sets a Direction for the Department
 - All caregivers working towards common goals
2. Goal Alignment
 - Drives standardization of activities and initiatives
3. Allocation of Resources
 - Optimal use of financial, manpower, and technology resources
4. Risk Management
 - Identify potential risk and mitigation strategies



Why Create a Strategic Plan for HTM

5. Measuring Performance

- List key performance indicators (KPIs) for routine assessment

6. Making Decisions

- Establish structure for the decision-making process at all levels

7. Gaining an Advantage

- Leverage strengths for competitive advantage

8. Communication and Alignment

- Provide clear communication around goals and objectives



Where To Start – Organization Overview

Mission, Vision, and Values

- One organization – One mission
- Vision aligned with the organization
- Core values drive decisions and behavior

Intermountain Health Shared Mission: We are dedicated to the mission of “Helping people live the healthiest lives possible”

HTM’s Role and Contributions:

Compliance to regulatory standards

Equipment availability

Cost savings/cost avoidance

Elimination of equipment incidents

Caregiver training and development

Capital and operational asset planning

Implement best practices and benchmark



© marketoonist.com

Where To Start – Organization Overview

Intermountain Health Vision: Be a model health system by providing extraordinary care and superior service at an affordable cost.

HTM Strategic Plan Vision: HTM will be instrumental in helping Intermountain Health achieve its mission by striving to become a model program. This will be accomplished using comprehensive assessments, benchmarks, service delivery metrics, efficient staffing structures, and financial/budgeting practices to implement continuous improvement strategies.

Core Value Connections:

We are leaders in clinical excellence - We are leaders in service quality.

We believe in what we do - We believe in the mission.

We serve with empathy - We treat everyone with respect.

We are partners in health - We are partners in quality care.

We do the right thing - We know integrity drives decisions.

We are better together - We are part of the solution.



"It's a simple two-part strategy. First, locate the hills. Then head for them."

Strategic Plan – Critical Elements

1. Define Mission, Vision, and Values

- Understand how the plan ties into the organizations mission
- Utilize the vision and values for decision making

2. Identify Clear Objectives

- What is the purpose and desired outcomes
- Set SMART Goals (specific, measurable, achievable, relevant, and timely)

3. Conduct a Situation Analysis

- Perform a SWOT (strengths, weaknesses, opportunities, and threats)
- What are the current industry trends, market conditions, and competition

4. Recognize the Strategic Priorities

- Use the situation analysis to set strategic priorities
- Align strategic focus areas with organizational objectives



Strategic Plan – Critical Elements

5. Develop Plans and Tactics

- Define primary strategies to accomplish each priority
- Identify specific steps and milestones for each strategy
- Ensure appropriate resources required for implementation

6. Identify and Set Key Performance Indicators (KPIs)

- Set measurable KPIs for each objective
- KPIs need to be aligned with organization goals

7. Set an Implementation Plan

- Develop a detailed roadmap, assign responsibilities, and set timelines
- Determine potential risk and mitigation plans
- Create processes to monitor and report on progress



Strategic Plan – Critical Elements

8. Communication, Engagement, and Communication

- Communicate to stakeholders to gain understanding and buy-in
- Encourage feedback and input during the planning process
- Gain stakeholder ownership and accountability

9. Execute the Plan, Monitor Progress, Adjust Where Required

- Adhere to the timeline and action steps identified in the plan
- Measure and document progress against KPIs and adjust as necessary
- Establish a review cadence and update for evolving needs and opportunities

10. Evaluate Progress and Review Outcomes

- Conduct routine evaluations to assess effectiveness and outcomes
- Review and refine to ensure relevance and alignment with goals



Elements of a Situation Analysis

1. Industry Analysis

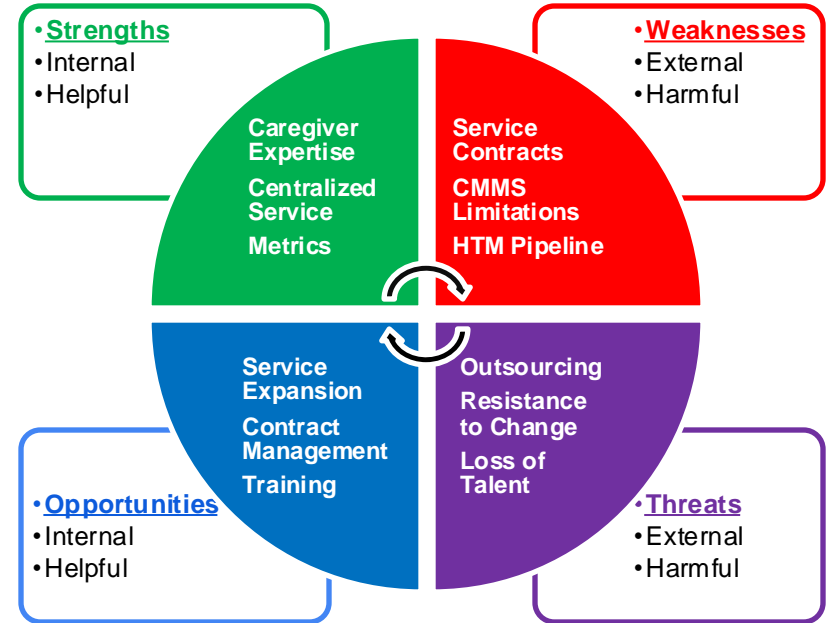
- National market trends – right to repair
- Local market trends – system mergers

2. Competitor and Customer Analysis

- Business (HTM) specific
- Industry (healthcare) specific

3. Perform a SWOT Analysis

- Strengths – What makes our team stand out?
- Weaknesses – Where does the team need to improve?
- Opportunities – Where can we grow?
- Threats – Who or what poses a risk to the team?



Recognize Strategic Priorities

1. Utilize the Situation Analysis

- Market trends and SWOT analysis
- Prioritize key areas for focus

2. Capture Areas Aligned with Organization Objectives

- Stewardship - cost savings, cost reductions, financial performance
- Quality – performance, trending, benchmarks
- Safety – analytics, education, documentation, reporting

3. Address Critical Issues and/or Opportunities

- Financial constraints, staffing, training, other resources

4. Break Down Strategic Priorities

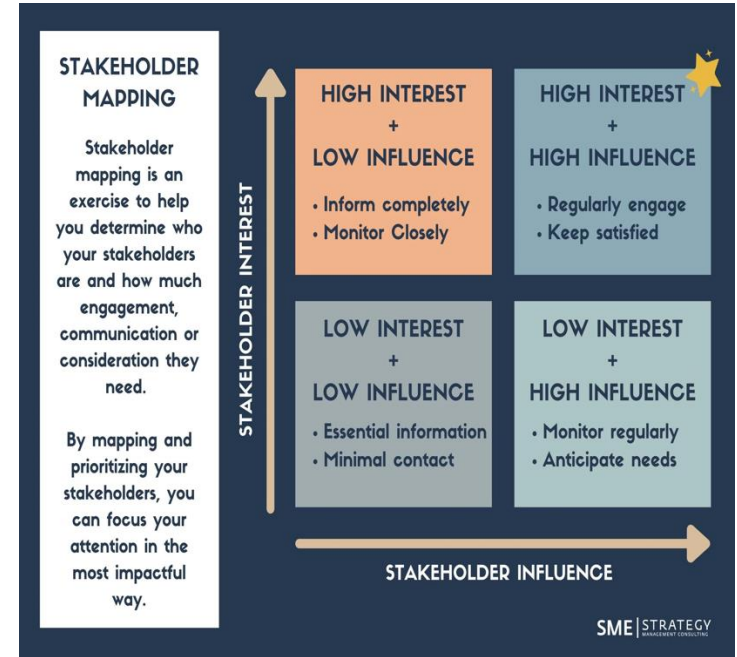
- List specific action steps or tactics
- Identify required resources for implementation



"It's simple. First we look at the upside. Then we look at the downside. Then we look at the upside-down side."

Communication and Engagement

1. Identify Key Stakeholders and Caregivers
 - Stakeholder mapping- Strategy Management Consulting
2. Develop a Communication Plan
 - Use stakeholder mapping to develop a strategy
 - Identify communication methods and channels
 - Conduct routine communication audits
3. Stakeholder Engagement
 - Knowledge base – aware, supportive, opposed, unfamiliar
4. Establish a Method for Feedback and Input
 - E-mail, meetings, reports, and collaborative documents



Evaluate Progress and Review Outcomes

1. Implement Plan in Accordance with Timelines
 - Measure progress against the detailed roadmap
2. Monitor Progress against KPIs
 - Adjust based on a change in circumstances or performance
 - Review and adjust in response to evolving needs and opportunities
3. Conduct Routine Evaluations
 - Assess the effectiveness against desired outcomes
 - Refine as necessary to ensure alignment with the organization



“Unfortunately, we were a little off-target again this quarter.”

Strategic Planning for HTM

