



HRSA Network Planning Grant – FY 2022

Strategic Plan Tip Sheet

A Note About Strategic Planning

- Strategic planning provides a structured process for Network members to make fundamental choices about your organization’s purpose, future direction, structure, desired results and how you intend to achieve them.
- The process – **how** you do Strategic Planning and **who** participates – will likely have as much influence on the long-term success of your Network as will the actual plan you create.
- The strength of the plan and its impact on your Network will depend upon:
 - the robustness of your internal and external scanning and its logical link to your decisions;
 - the breadth of partners engaged in making sense of what is going on around you and deciding what matters most;
 - members’ ability to agree upon clear strategic priorities;
 - the extent to which your priorities reflect a balance between program development and ongoing organizational development; and
 - the creativity you bring to leveraging a broad range of assets and lessons learned to achieve your desired results.

Purpose of this Tip Sheet | To provide suggestions for completing your strategic planning process and related documents.

- Your Strategic Plan comprises multiple sections:
 - If you have already completed the work necessary for some pieces, simply insert what you have already completed.
 - Other sections may be new and will require additional strategic conversations with your partners, staff, and stakeholders.
- These suggestions are intended to be value-added, not busy work.
 - Rather than creating a lengthy, text-heavy plan that gathers dust, we hope you will use many of the sections of your Strategic Plan in your day-to-day work as tools for consistent communications and management.



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Strategic Plan Tip Sheet, continued

1. Network Statement

Insert the Network Statement that was submitted as a deliverable for your Network Planning grant. Make revisions if you believe they are needed to reflect changes since your submission earlier in the year.

Purpose of this section:	To develop a foundational communications asset: a compelling “story” of your Network’s <i>reason for being</i> that can be used to enlist support and engagement.
Suggestions:	Refer to the Make a Statement Tip Sheet found at www.crlconsulting.com .

2. Organizational Overview

Develop an organizational overview that includes 1) Background and History, 2) Vision and Mission, and 3) Governance and Decision Making

1. Background and History - A brief description of when and why your Network was created.
Vision and Mission - A vision is a vivid picture of conditions at some point in the future. It is the destination of your journey. Example: Residents of Miller County have access to a continuum of high-quality health care services. A mission statement explains your organization’s role in achieving the vision. It provides motivation for the journey. You accomplish your mission on the way to realizing your vision. Example: Our mission is to provide exemplary palliative care for people living with serious illness in Miller County.
2. Governance and Decision-Making - An overview of your Network’s structure, membership, and decision-making processes (can include diagrams).

Purpose of this section:	To create a succinct description of how you started and how you are organized to accomplish your vision and mission.
Suggestions:	<ul style="list-style-type: none">• Your organizational description answers “why” you began and should be concise and compelling, not a long, detailed explanation or timeline.• Visual diagrams may add value and make the information easier to absorb (i.e., organizational structure or internal decision-making processes).• Imagine using this description as a handout to introduce your Network to key audiences.



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3. Strategic Planning Process

Provide a brief description of your strategic planning process.

Purpose of this section:	To demonstrate how your Network has engaged members and stakeholders in understanding what is happening in your community and deciding together what to do about it.
Suggestions:	<ul style="list-style-type: none">• A complete description might include what you did, who participated, who facilitated and the period of time you spent to complete the process.• You may consider highlighting any elements of the process that were pivotal: i.e., something that caused a breakthrough in thinking, significantly impacted your Network members' relationships with one another, or increased their ability to look at an issue from multiple perspectives.

4. External Environmental Scan Summary

Insert the **Summary** of the External Environmental Scan you completed as a deliverable of your Network Planning grant. Make revisions if you believe they are needed to reflect changes since your submission earlier in the year.

Purpose of this section:	To describe the trends and potential dynamics in the broader environment (outside your Network organization) that are driving your Network's future strategic priorities.
Suggestions:	When conducting the strategic planning session with your partners, review the process and results of your External Environmental Scan.



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5. Network Organizational Assessment Summary

Insert the *NOA Road Map Summary (Step 4 of the NOA Road Map Final Report)* from the *Moving from a Collaborative Partnership to a Rural Health Network: A Network Organizational Assessment Road Map* that was submitted as a deliverable of your Network Planning grant. Make revisions if you believe they are needed to reflect changes since your submission earlier in the year.

Purpose of this section:	To provide a point-in-time assessment of your rural health Network’s capacity to address adaptive challenges and execute on high-leverage, short-term strategies. This will prompt reflection on the perceived strengths and weaknesses of the Network.
Suggestions:	When conducting the strategic planning session with your partners, review the process and results of your Network Organizational Assessment Road Map.

6. Network Programmatic Goals & Objectives

Develop and prioritize a list of the high-leverage, programmatic strategies your Network will undertake to demonstrate value and keep partners engaged. Include overarching goals as well as objectives along with an estimated timeframe.

Purpose of this section:	To create a project management tool – A quick-guide to your primary goals, related objectives, and timelines that can be used as a reference during project team meetings and Network meetings.
Suggestions:	<ul style="list-style-type: none">• A Goal is the purpose toward which an endeavor is directed. Objectives are measurable steps taken to achieve the goal.• Your Goals and Objectives ideally link to the themes that came from your External Environmental Scan. Please be sure to make the connection between program goals and the results of the External Environmental Scan.• When deciding how to arrange the information or how much detail to include, imagine what would be helpful to have in front of you when you are assessing your progress and deciding where to focus your activities on an ongoing basis.



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7. Network Development and Sustainability Goals & Objectives

Develop an overview of the Network’s **organizational development** goals and the associated objectives along with an estimated timeline. This section should demonstrate how your Network plans to build and nurture **internal capacity for scanning, sense-making, leveraging, and adding value** on a continuous basis.

Purpose of this section:	To create an organizational development management tool – a quick guide to your primary goals, related objectives, and timelines that can be used as a reference during Network meetings. The strategies should be connected directly to the findings from your Moving from a Collaborative Partnership to a Rural Health Network: A Network Organizational Assessment Road Map.
Suggestions:	<ul style="list-style-type: none">• This section is meant to focus on ORGANIZATIONAL development goals and objectives – not programmatic strategies and milestones.• The Network Development and Sustainability Goals and Objectives are ideally linked to the themes and findings from your Network Organizational Assessment and analysis.• Clearly show how the findings from your Network Organizational Assessment are related to your Network Development and Sustainability goals and objectives going forward. For instance, what areas of organizational strength can you build upon? What areas of performance and practice do you need to strengthen to be more adaptive and sustainable?• Refer to the <i>Sustainable Network Model</i> Overview (www.crlconsulting.org) for further explanation of scanning, sense-making, leveraging and adding value.• When deciding how to arrange the information or how much detail to include, imagine what would be helpful to have in front of you when you are assessing your progress and deciding where to focus your activities on an ongoing basis.



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8. Use of the Strategic Plan

Provide a description of how Network members and staff will use the stories, ideas and action plans from this Strategic Plan document on an ongoing basis to maximize your Network’s potential for impact and sustainability.

Purpose of this section:	To ensure that elements of this Strategic Plan are value-added and integrated into the Network’s day-to-day activities.
Suggestions:	Consider the usefulness of each section for various strategic purposes which might include: <ul style="list-style-type: none">• Communications – i.e., How could you use the Network Statement for presentations or conversations with potential investors?• Management – i.e., How could you use the details of the plan to monitor internal capacity and staffing needs?• Partner Engagement – i.e., How could you engage various partners in the adaptive practices prioritized for strengthening your Network?• Program Evaluation – How could you translate the goals and objectives into metrics for ongoing performance measurement and program improvement?