Strategic Planning at the Georgia Health Policy Center

The Georgia Health Policy Center (GHPC) facilitates strategic planning by helping our partners to define their visions, goals, and action plans to achieve strategic objectives. Our strategic planning services enable organizational growth and redesign, enactment of programmatic plans, and development of policy approaches to improved health and well-being.

A strategic plan is a management tool to help an organization focus its mission and ensure that its members are working toward common, measurable goals. The strategic plan is developed through a process that values input of key stakeholders and engages all members of the organization in discussion and a joint decision-making process.

GHPC uses a variety of strategic planning processes and approaches, including logic models and theories of change tailored to the unique needs of the client. Regardless of the specific approach, the strategic planning process helps to define stakeholders, brings clarity to the goals and objectives, and establishes a mechanism of ongoing data collection and assessment that results in the creation of a strategic action plan capable of ensuring that milestones are achieved.

Guiding Principles

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<tr>
<th>Plan inclusively</th>
<th>Include representative stakeholders to advise the process</th>
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<tbody>
<tr>
<td>Provide the best information</td>
<td>Have the relevant information on hand, including a review of archival documents, evaluation of previous efforts, and findings from stakeholder interviews and surveys</td>
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<td>Design an empowering process</td>
<td>Address the entire process to include an assessment of pre-strategic planning activity, systematic planning, and a post-planning structure to translate findings into action</td>
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<td>Think pragmatically, yet aspirationally</td>
<td>Design forward-looking strategic action based on available resources with a comprehensive plan to measure sustainable progress</td>
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Types of Engagements

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<th>Organizational planning</th>
<th>Growth and redesign</th>
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<tr>
<td>Programmatic planning</td>
<td>Cancer control, chronic disease reduction, tobacco control, nutrition and physical activity, health equity, and housing and comprehensive land use planning</td>
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<tr>
<td>Policy planning</td>
<td>Food and nutrition, System of Care for behavioral health, aging and developmental disabilities, and Health in All Policies approaches</td>
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Since 2009, GHPC has been involved with community health needs assessments (CHNAs) and implementation strategies of prioritized needs for Kaiser Permanente of Georgia (KPGA).

Building on findings of the 2016 CHNA, GHPC facilitated the community benefit decision-making process by examining the status of the existing community health improvement plan implementation; collecting, analyzing, and synthesizing county-specific and local-level data; identifying community-based organizations and other institutional assets engaged in local health improvement; and developing recommendations for action based on the assessment of data, identified programs, potential partnerships, and replicable, evidence-based models.

By facilitating a strategic planning process, within a framework provided by KP’s national office, GHPC was able to assist KPGA by providing suggestions for impactful investments and developing broad-based recommendations for action strategies.

Clients

- Local, state, and federal government agencies
- Hospitals and health systems
- Community-based organizations
- Multisector collaborations or coalitions

Project Examples

Cancer Control Strategic Plan

The Georgia Department of Public Health’s five-year plan to reduce cancer in Georgia provides stakeholders throughout the state a roadmap for comprehensive cancer prevention and control. The Georgia Cancer Control Consortium works to unite the health care providers, community organizations, public health departments, survivor groups, universities, and governmental agencies around the common goal of reducing the number of cancer-related deaths in Georgia. The plan lays out priority areas and related objectives, strategic initiatives, and targets aimed at reducing the number of cancer cases and deaths in Georgia and ensuring quality care for cancer survivors.

GHPC helped to facilitate the state’s 2014-2019 Comprehensive Cancer Control Plan and continues to facilitate updates and revisions to the plan based on ongoing landscape scans and strategic assessments. GHPC provides ongoing staff support to the steering team, subcommittees, and implementation work groups; facilitates stakeholder conversations and meetings; conducts needs assessments; and helps design evaluation methodology.

Kaiser Community Implementation Plan

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Strategic Planning With HRSA Grantees

A key part of the comprehensive technical assistance GHPC provides to grantees of the Health Resources and Services Administration’s Federal Office of Rural Health Policy (FORHP) is strategic planning. This supports the development of a plan for grant requirements, with a strong focus on sustainability following the funded period.

GHPC has engaged in strategic planning with more than 1,000 rural communities across the nation as part of FORHP programs. The strategic planning framework GHPC uses with these grantees engages consortium partners in a process that develops a vision and mission statement. Additionally, the framework includes a modified environmental scan that looks at strengths, weaknesses, and threats to inform opportunities, develops and modifies focus areas, and modify goals for strategic action. The final strategic plan informs the required work plan but moves beyond the operational details of program activities to focus on the “bigger picture” being addressed in the community by providing direction to the larger work of the network or consortium.

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